The Outlook

JULY 27, 1921

GERMAN LENITY FOR GERMAN ATROCITIES

NOT long ago it was reported that the French Government was seriously considering withdrawing its representatives from the trials at Leipsic of German officers and men charged with specific atrocities. Several such trials have been held; there have been a few convictions but no responsible officer of rank has been punished and the sentences dealt out to insignificant criminals have been almost trivial.

Two cases brought to an end on July 16 confirm the statement that Germany is trifling. Here is as clear a case of murder as ever was put before a court. A British hospital ship was torpedoed by a German submarine; the people on board took to the small boats; thereupon the submarine's sailors, under orders from its commander, fired upon the small boats and murdered several persons. The presiding judge could do nothing else but declare that the torpedoing of the hospital ship was in itself a violation of the law of nations, that the firing upon the small boats was a murderous act, and that, to quote his words, "this terrible case casts a shadow over the German navy and the whole submarine war."

But what was the result? Commander Patzit, who gave the murder order, was allowed to flee the country and has not been brought to trial. Two lieutenants were convicted, but the Court laid stress on the fact that they were acting under orders and the contradictory theory that they acted "on the impulse of the moment." The two men were sentenced to four years' imprisonment—an absolutely inadequate punishment for such a crime; the crime was declared to be manslaughter and not murder—a false statement on the face of the evidence; and they were relieved from the proper and legal requirement of doing hard labor during imprisonment.

In every way these trials show that Germany is not serious in dealing with criminals found guilty under German laws and by a German court. Sometimes the excuse is that the superior officers were responsible—in such cases the superior officers are not to be found; sometimes the excuse is that the act was under a general order of the Government—and apparently we cannot try a government; sometimes men of no importance are convicted and receive light sentences.

One thing of value may come out of these trials. It would seem impossible for even the most bigoted worshiper of German autocracy to read the evidence without knowing that the charges of German atrocities are true on the small as well as on the large scale.

OIL OR NO OIL

So far as we know, no President has intervened in Congress personally and officially to check proposed legislation, as President Harding has just done, not once, but twice. Both occasions have occurred within a week.

To the President's suggestion on the bonus bill in the Senate we refer elsewhere. His suggestion concerning House legislation took the form of a letter remonstrating against the proposed duty on oil. It would, the President says, benefit certain of our oil producers, but it would be "thoroughly out of harmony with the larger policy" which he has in mind, namely, the policy of encouraging "the participation of American citizens in the development of oil resources in many foreign lands." It took some degree of political courage to oppose the high protective element in American industry, which thinks exclusively of its own interests and not of a "larger policy."

That policy also includes protection to the American Navy and the American merchant marine. A great percentage of the Shipping Board's ocean-going tonnage and of that privately owned is equipped for oil-burning.

The duty on oil would also be a serious blow to many industries which are to-day oil consumers. It would be seen as well in the increased cost of asphalt; thus both road-building and roofing would be handicapped.

The President's condemnation of the proposed tariff on oil calls public attention to the lumber and other schedules in which the imposition of duties might possibly be followed by needless burdens to the people, quite incommensurate with the benefit to certain "interests."

The publication of the President's letter was followed by a vote in the House of Representatives. Oil was restored to the free list.

TWO KINDS OF INTERNATIONAL CO-OPERATION

IN last week's Outlook we printed in the column entitled "Publisher's Notes" an extract from a very interesting letter from Mr. A. L. Davis, of North Loup, Nebraska. We think it worth while repeating it here because it indicates what we believe to be a somewhat wide misconception:

> What America needs is a consistent, continuous foreign policy. And the fact that Harding is going ahead with the policies of Wilson, notwithstanding election promises, shows that beneath the insincerity of politics there is developing an American foreign policy, in spite of politics. Your bitter denunciations of the Wilson Administration, while approving so much of the programme when directed by a Republican, has been one of the painful surprises to me. I had said I would stop my subscription, though I have been a subscriber for years. However, I am inclosing my check for renewal. "With all your faults," I cannot do without you.

The error which Mr. Davis makes is his saying that the Harding Administration is going on with the policies of the Wilson Administration. Mr. Davis is quite justified in preferring the policies of Mr. Wilson to Mr. Harding's, but he is not justified in confusing the two. The League of Nations as espoused by Mr. Wilson provided for an international legislature of two chambers and for the enforcement of the decisions or regulations or laws of that legislature by allied military power. It meant not the discontinuance but the development of military force. On the contrary, Mr. Harding proposes the curtailment of military power; he has in his public speeches advocated an international court, and by the round table conference which he has now invited to meet in Washington takes the first practical step toward the establishment of an international court which shall render its decisions based on codified international law, decisions which will rest upon the power of public opinion rather than upon military power. It is true that the Harding proposals and the Wilson proposals both are concerned with international action, but this is the only respect in which they are at all similar.

We share with Mr. Davis his desire for a continuance of a just and co-operative foreign policy on the part of the United States, but if he wants an international legislature in the senate of which only five nations are represented, and in the assembly of which the smaller nations while represented have practically no power, the whole scheme resting on armies and navies, we part company.

A SCHOOL OF INTERNATIONAL POLITICS

A SUMMER school taught by Lord Bryce, Count Teleki, Baron Korff, Tommaso Tittoni, Minister Panaretoff,

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and Professor Achille Viallate ought to be fairly interesting.

Such a distinguished list of names is announced in connection with the lecture courses of the Institute of Politics, which opens on July 29 at Williams College and lasts until August 27.

Lord Bryce is to deliver eight lectures on the international relations of Old World states in their historical, political, commercial, legal, and ethical aspects, including a discussion of the causes of wars and the means of averting them.

Count Teleki and Baron Korff are to deliver six lectures each, respectively, on the place of Hungary in European history and Russian foreign relations during the last half-century.

Signor Tittoni and Professor Viallate are to deliver five lectures each, respectively, on modern Italy and on the economic factor in international relations.

Thus comes into being the capital plan proposed eight years ago by President Garfield, of Williams, for the study of politics, and, in particular, for the promotion of a better understanding in international relations. This was to get together every summer at Williams for a month a chosen company of scholars and students; to offer to them courses of lectures by men of international distinction; to organize round-table discussions; and to provide facilities for intensive instruction and research. A great benefactor of Williams provided money enough to cover the expenses of the project for three years, including the remuneration of the lecturers and the provision of furnished houses for them while they resided at Williamstown.

The war delayed the opening of this "Institute of Politics." The character of the session now beginning is evident, not only from the names of the lecturers, but also from the names of those who formed the Board of Advisers—among them being Chief Justice Taft, and such authorities on international law and history as are Professors Moore of Columbia, Coolidge of Harvard, Willoughby of Johns Hopkins, and Brown of Princeton.

FILIPINO ATHLETES

HUNDREDS of Japanese and Filipinos and tens of thousands of Chinese witnessed the recent Far Eastern Athletic Games at Shanghai, where this year's meeting took place. The result was a total of 54 points for the Filipinos as against 34 for the Japanese and 6 for the Chinese.

This is really a triumph for the American who started the Far Eastern games. Before the war broke out our Young Men's Christian Association sent Mr. Elwood Brown to the Philippines as Physical Director. The Y recognized that the Filipinos knew little or nothing of sport as understood by us, though the extraordinary native agility of the Filipinos was noted—the Igorrotes especially are wonders in the quickness with which they can scale the tallest tree. But most Filipinos were disinclined to occupy their idle time in vigorous exercise. Mr. Brown was instrumental in changing Filipino habits so that in the seventh year after his arrival one dealer alone in Manila sold some eleven thousand volley-balls, practically all of them to natives.

Again, before Mr. Brown's arrival, the mutual distrust among Filipinos, Chinese, and Japanese was so great that it seemed impossible for them ever to come together on any common ground. But Mr. Brown quickly organized the Far Eastern Games. Now for eight years the three peoples have been competing in track and field events, in baseball, volley-ball, basket-ball, swimming, tennis, and other sports.

Americans may well be proud of American initiative and influence in the Far East, not only in social, political, and moral, but also in physical endeavor as a foundation for the other three.

THE PROMOTION OF PLAY AROUND THE WORLD

WHEN the war broke out, Elwood Brown went to France as one of the Y athletic directors, and finally became director of its Department of Athletics in the American Expeditionary Forces. The way in which the Y and the Army together managed athletics is a matter of history—the Pershing Stadium in Paris is an impressive memorial. But the important thing was that everywhere every man was induced to play at something.

The benefit from all this was so striking that the Y could not resist its own movement after the war, and that movement has gone round the world. Army officers from many countries, interested in the physical development of their commands, asked the Y to introduce its physical training programme into their armies. For instance, the Rumanian army gave such an invitation. It was accepted. The result has been that a bill has now passed Parliament by which a young Rumanian may have the choice of two years of military service in uniform, or only one year in active service if he is subject during the second year to constant examination showing that he is constantly following the Y programme.

In Czechoslovakia the leaders of the Sokol movement (organized years ago for the purpose of keeping young Bohemians in good trim, so as at any time to be able to fight their Austrian rulers) have introduced the Y programme, which has already favorably affected more than half a million Czechs.

From Italy there came an invitation to send a Y trainer. And as a result at the Olympian Games Italy was represented by the best team in her history.

The effect on France is well known. The daily demonstration of thousands of American soldiers at athletic play resulted in an immense increase in the interest taken by the French in athletics and sport.

Among peoples of the Near and Far East the success of the Association's programme is worthy of special note. A Chinese said the other day: "The Y. M. C. A. is instilling into physically backward races some of the qualities hitherto lacking in the Asiatic peoples." In India boys, in order to participate in the games operated by the Y, had to forget the caste idea. Brahmins and Parsis were thus brought together. No wonder that the British Government is backing the American programme!

ARKANSAS ASSERTS THAT SHE IS NOT BANKRUPT

HIGHWAY construction in Arkansas has been attacked as the chief reason for the alleged bankruptcy in that State. Taxpayers' suits have been begun on charges of extravagance and fraud. Of course States and counties should issue bonds and Federal assistance should be furnished for only those portions of highway construction which are necessary and are permanent in character. As far as Federal aid projects are concerned, the Bureau of Public Roads, in Washington, has issued a statement in which it is asserted that Federal aid projects are "notably free from the serious conditions which are said to surround other highway construction work in the State. . . . The conditions complained of are to be found mainly in the road districts created by special local laws." Yet the fact is," says Mr. George B. Rose, of Little Rock, Arkansas, in writing to The Outlook, that—

> There is not a single road district in the State in default in its bond issue and not a single bond is imperiled. The total amount of road bonds issued does not exceed $40,000,000, which is a mere bagatelle in a State whose wealth must exceed $2,000,000,000.

As an additional proof of bankruptcy, it was urged that the public schools were being run by private subscription. "It is true," writes Mr. Rose, "that substantially every citizen in Little Rock and in many other towns of the State is paying a voluntary school tax, be-

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OUR GAYNESS, AND OUR GILT, ARE ALL BESMIRCHED

(Henry V, iv, 3)

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Morgan in the Philadelphia Inquirer

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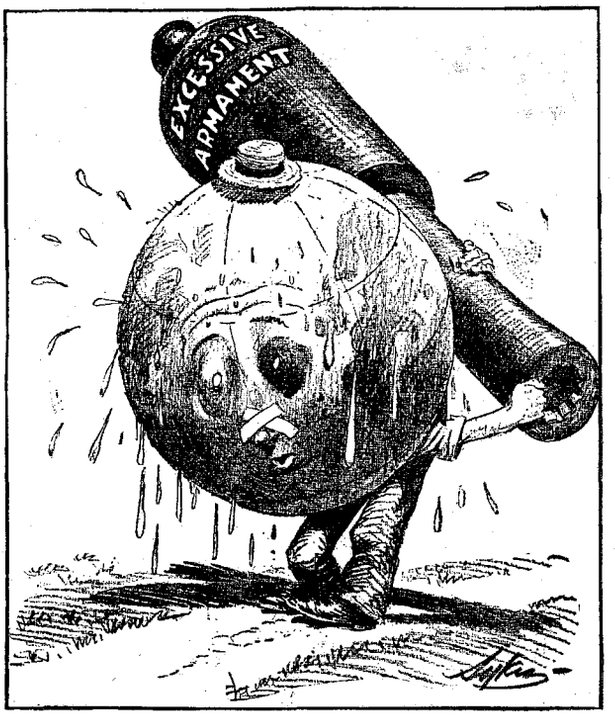
VITE-VOSHED!

From Edna R. Walls, Brookline, Pa.

Sykes in the Philadelphia Evening Public Ledger



"YOO-HOO-OO, MR. HARDING!"

From M. S. Bispham, Philadelphia, Pa.

Ireland in the Columbus Dispatch

IF

From Mary E. Hane, Columbus, Ohio

Bushnell for the Central Press Association

MODERN FABLE OF THE HUNGRY WOLF AND THE FAT TURKEY

"The Russian people are animated by brotherly sentiments toward Turkey—they do not covet Constantinople," says the new Russian Bolshevik ambassador to Turkey

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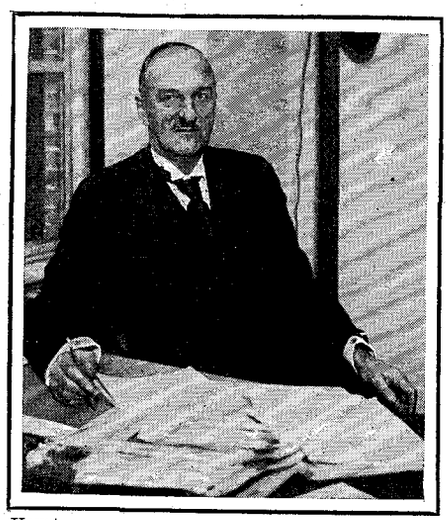

Keystone

T. COLEMAN DU PONT, U. S. SENATOR FROM DELAWARE

cause the constitutional limit is too low to pay teachers the high salaries now required; but, instead of proving our bankruptcy, these voluntary payments are rather a proof of the extent of our resources."

All taxation must be burdensome and all citizens must find themselves extremely embarrassed in a State where cotton, which cost thirty cents to raise, is selling for ten cents, and rice, which cost two dollars a bushel to raise, cannot be sold even at fifty cents, while lumber has declined in proportion. Despite these hardships, Mr. Rose assures us that "there is not the slightest disposition on the part of any considerable body of our citizens to repudiate any just debt, and no section of the State is bankrupt or in danger of bankruptcy."

Nevertheless there has undoubtedly been some unwise expenditure if not squandering of public money on road building in Arkansas as well as other States. The Arkansas situation makes President Harding's aphorism especially timely: "What we need is less government in business and more business in government."

THE NEW SENATOR FROM DELAWARE

Political perturbation in both parties in Delaware has accompanied Governor Denney's appointment of General T. Coleman Du Pont as United States Senator. The appointment is looked at as a peculiar bi-party deal. The new Senator is a Republican, while Senator Wolcott, whose resignation made the vacancy, is a Democrat, and resigned for the express purpose of accepting the position of Chancellor of Delaware. As a result there have been protest and dissatisfaction both among Democrats opposed to Wolcott as Chancellor and Republicans opposed to General Du Pont as Senator. Nor will the other Delaware Senator, Willard Saulsbury, be anything but in name a colleague of the new appointee.

Senator Du Pont was at one time President of the Du Pont Powder Company. His business activities in connection with the Equitable Life Building, with hotel ownership, and with financial corporations are well known. An act of public utility and generosity was his gift of nearly $3,000,000 for the construction of a fine boulevard from one end of the State to the other. His early training was as a mining engineer and in street railway construction.

Politically General Du Pont has been active in local party matters, but there seems to be no evidence that he has been a forceful influence in questions of country-wide importance.

THE NATIONAL EDUCATION ASSOCIATION

The recent annual meeting at Des Moines of the National Education Association, now sixty-four years old, was stimulative of discussion on specific questions affecting schools and teaching everywhere in the country. Several thousand teachers met as representative of several times their number. Naturally, then, as in all recent annual meetings of the Association, the interest centered on Federal relations to education. Again the Association earnestly indorsed the Smith-Towner Bill and the plan of a Department of Education with its secretary in the President's Cabinet.

The reason given in the resolutions was that education would be submerged if it were made one part of a Welfare Department. This fear seems to us unfounded, and President Harding has rightly protested against the tendency to increase departments instead of linking together activities of like kind. It must always be remembered that our schools both financially and in their government do and must depend chiefly on town, county, and State control and support. It is fit and necessary that a unified country like Belgium should have a Cabinet Minister as head of its educational system; with our local home rule ideas in such matters, the case is quite different. The Federal Government has a valuable function in co-ordinating and making efficient the work of education and in promoting the teaching of American patriotism and community citizenship. But it is not at all clear that the only or the best way is to work through the machinery of a department.

Equally dogmatic was the assertion of the Association that all school boards, even in the largest cities, should be elected by popular vote. One of the worst political evils in America is the present great excess of elective officers. Experience and theory alike show that, however much elective school boards may serve special interests, they are not in the interest of the public.

Among many excellent recommendations by the Association was that better opportunities for education be given to children in rural districts and to that end larger units of administration be adopted.

The new President of the Association, unanimously chosen, is Miss Charl O. Williams, Superintendent of the Shelby County Schools, Memphis, Tennessee, whose portrait we have pleasure in presenting herewith.

THE NEW LORD CHIEF JUSTICE OF ENGLAND

By an odd coincidence, not long before a new Chief Justice of the United States Supreme Court was appointed there was chosen a new Lord Chief Justice of England. The man selected for this high, though not in Great Britain the highest, judicial office is Sir Alfred Tristram Lawrence, or, as he has been known by virtue of his position on the High Court of Justice since 1904, when he was made a knight, the Hon. Mr. Justice Lawrence. He is the son of a surgeon; received his education at Trinity College, Cambridge; and was Recorder of Windsor till his elevation to the bench of the High Court of Justice. Hereafter, as Lord Chief Justice Lawrence, he will preside over the King's Bench.

To Americans the office of Lord Chief

(C) Harris & Ewing

MISS CHARL O. WILLIAMS, NEWLY CHOSEN PRESIDENT OF THE NATIONAL EDUCATION ASSOCIATION

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Justice of England is something of a mystery. He need not be a lord, and is not really "Chief" of the judiciary.

Unless the Lord Chief Justice is already a peer or receives a peerage he has not even a seat on the Supreme Court of England; for that consists of peers in the House of Lords who have held judicial office. It is the Lord Chancellor who presides over the House of Lords and who is also an officer in the Cabinet. Thus the Lord Chief Justice of England enjoys no such status as that of the Chief Justice of the Supreme Court of the United States. Over Scotland and Ireland the Lord Chief Justice of England has no jurisdiction at all. Moreover, there is no tribunal in the United Kingdom that can invalidate a statute by Parliament on the ground that it is unconstitutional; all that any court can do is to *interpret* the law.

Directly under the House of Lords, which furnishes the Supreme Court of Great Britain, there is a Court of Appeal, over which the Master of the Rolls presides. Next there is a High Court of Justice. This court consists of judges who may sit in London or go on circuit at assizes. The High Court is made up of three divisions:

(1) The Chancery division deals wholly with cases involving property, and each judge has his own court.

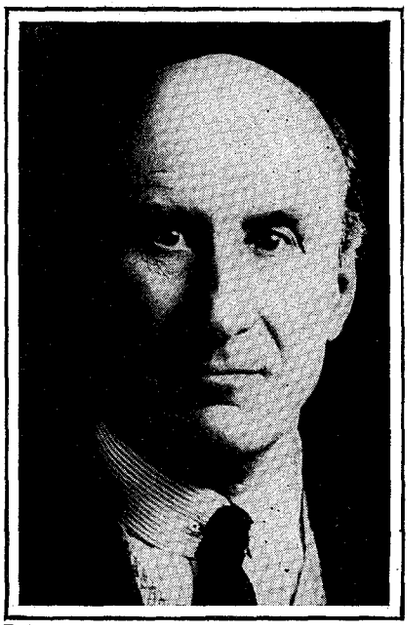
(2) The King's Bench division handles more general cases, and here the Lord Chief Justice arranges assizes and generally adjusts business.

(3) The Probate, Divorce, and Admiralty division deals with the subjects indicated, a rather strange assortment of damages due to collisions, both nautical and matrimonial. Over this court there is a President.

Frequently the appointment of the Lord Chief Justice of England is political—the appointments of Lords Russell and Reading are instances of this. Once appointed, however, the "Lord Chief" is supposed to forget his political opinions and associations. He is not supposed to sit in the Cabinet or to hold any other office—the Ambassadorship of the Earl of Reading at Washington was purely an extraordinary war measure.

When Lord Reading resigned, his post was claimed, as the usual promotion, by the Attorney-General, Sir Gordon Hewart, who, however, could not be spared from the Attorney-Generalship.

When Sir A. T. Lawrence was appointed to the bench by that stout Tory, Lord Chancellor Halsbury, there was at first criticism on the ground that Sir Alfred's knowledge of law could hardly be called profound. But it has often been found in England that the best place to learn one's law is on the bench, sitting as a judge, listening to the arguments of the most brilliant men in the



Bain

CHIEF JUSTICE LAWRENCE, OF ENGLAND

profession, and many a judge has thus developed his experience.

Mr. P. W. Wilson, correspondent in America of the London "Daily News," who has furnished us with most of these facts about the English courts, writes us: "In the only case in which indirectly I have ever been interested in a legal proceeding, many years ago, the solicitor was one called David Lloyd George, the counsel engaged was Rufus Isaacs, afterwards the Earl of Reading, and the judge was Lawrence. The effect of two days' hard work by these eminent men was exactly one farthing damages, which my friends had to pay. One of these collaborators is to-day Prime Minister of the British Empire, another is Viceroy of India, and the third is Lord Chief Justice."

DISARMAMENT AND THE FAR EAST

EXCEPT Japan, all the countries invited by President Harding to a conference in Washington on the limitation of armaments and the problems of the Far East have accepted the invitation with evident gratification. Japan too has accepted, but somewhat grudgingly. Willing enough to discuss the problem of limiting armaments, Japan is very reluctant to engage in a general discussion concerning affairs in her quarter of the globe.

Japan's reluctance is easy to understand. Her position as the dominant naval and military Power of the Far East is in many respects uncomfortable. She is very close to the seat of trouble. Passive China and cumbersome Russia have long been and continue to be sources of temptation to rapacious Powers and of danger likewise. And Japan has been where she can see very clearly the effect of the contact between the Occidental and the Oriental. Her nearness to these problems gives her a special interest in them. Her national safety is involved in them. Her concern at the suggestion that she engage with four other Powers, all of them Occidental, in a discussion of these problems ought to surprise nobody.

What is surprising is that any one should suppose that Japan would jump at the chance to discuss matters vital to her with nations to which they are not in the same sense vital. Americans certainly ought to understand Japan's point of view. For over a century the United States has held firm to the doctrine that affairs in the Western Hemisphere are of special concern to the people of this country and attempts on the part of the nations of the Old World to gain territory in the New would be regarded as unfriendly. The analogy between the relation of the United States to the rest of the hemisphere and the relation of Japan to Asia is very far from perfect, but it is close enough to enable Americans, if they wish, to understand how the Japanese feel about such a proposal as this of a conference at Washington.

Japan, however, is not the only country to which problems of the Far East carry a menace of conflict. Every nation which is seeking foreign markets and has established its commercial outposts in China and elsewhere among the dense population of Asia must recognize the possibilities of war in the problems of the Pacific. The competition for foreign markets has repeatedly led to political action dangerously bordering on the aggressive and bellicose. The effort of European Powers, partly successful, to dismember China and to get monopolistic privileges of trade and a political control in her territory has led to controversies so acute as to be alarming. Some of the roots of the World War are to be found in the soil of Asia. Some doubt has been expressed whether it is wise on this account, as well as from Japan's point of view, to expand the proposed conference from one concerning the limitation of armaments alone to one to include the dissentious questions of Far Eastern policy. So involved are these questions that some of the Japanese newspapers go so far as to include the question of Japanese immigration into America as one of the vital questions of the Pacific, and one that should be discussed if any Pacific question is included in the conference. Of course, if President Harding has in mind that by means of this conference he can bring the nations to work together, so as to get all that is good out of the plan for a League of Nations without adhering

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to the League itself, he would like to see the conference expand in this fashion; but it is feared in some quarters that the conference may expand so greatly as to lessen the practical value. If Japan has to postpone any reduction of her fleet until she knows where she stands about the Pacific, other nations will act in the same way, it is argued, and we shall get nowhere.

From the point of view, therefore, of many who are strongly interested in reducing armaments and the consequent intolerable cost of Government, as well as from the point of view of Japan, the argument against including Far Eastern problems in the proposed conference at Washington seems very strong. From these points of view it would seem better to proceed at once to the discussion of the needs of limiting, or even reducing, armaments and to postpone the more dissentious and dangerous questions to a later time.

Men, however, do not fight because they are armed; they arm themselves and fight because they have a mutual quarrel in their minds and hearts. The cave man lived in a more constant state of warfare than the modern man, though his weapons were but sticks and stones. Warfare between nations cannot be stopped simply by depriving the nations of their customary instruments of war. The surest way to secure peace is not to substitute feebleness for strength, but to substitute reason and justice for unreason and injustice. Canada and the United States live in peace with one another, but it is not simply because they have mutually disarmed; they have mutually disarmed because they have established a sufficiently common understanding and a sufficiently common rule of justice to make it natural for them to live at peace. If there is to be any effective and lasting limitation of armament or reduction of armament, it will be because the nations will have found a way of agreeing among themselves and of arriving at a commonly accepted rule of law.

It is for this reason that President Harding's decision to include the dangerous and difficult questions of the Far East at the conference in Washington is to be welcomed. The more difficult and dangerous they are, the more necessary is it that they should be settled. If there is involved in these questions the danger of wrong and injustice, the nation that stands for justice and right has no business to enfeeble itself; and if there is involved in these questions mutual misunderstanding between nations who are equally sincere in their desire for justice, the nation that enfeebles itself will do nothing thereby to gain the understanding of others. And Japan in particular needs to understand and to be understood by her Western neighbors. Her position is not like that of the United States in the Western Hemisphere. If she were to apply to herself and Asia a real Monroe Doctrine, she would receive in that the support of the United States; but her policy is not the policy of the Monroe Doctrine. The Twenty-one Demands she has made upon China and the course she has pursued in occupying Shantung cannot be interpreted in the words in which President Monroe stated the attitude of America toward European aggression in this hemisphere. Japan needs to be understood by others, but she needs too to understand. It will be for her good as well as the good of the world to face together with the nations of the Occident the questions that are so vital to her. And the more vital they are to her, the more necessary it is for her to take part in this conference.

If, as a result of President Harding's call, the principal Allied Powers come to a better understanding of the perplexing problems of the Orient, the settlement of the question of armament will be comparatively easy.

ONE BIG FAMILY

SAID the Young-Old Philosopher: "I have always rather envied the people who live in small cities and towns; for there must be a satisfaction in walking down street and meeting an acquaintance, if not a friend, on every thoroughfare. The whole community constitutes one big family, and when Robinson's son goes off to war Smith knows of it and cares very deeply. It is so with any other happening which concerns vitally the spirit of the place.

"I find that people read more in these localities than they do in a great metropolis; and, while there is not the inspiration and glamour of two operas being sung at once, there are many other compensations. I have never seen more ardent interest in the real theater than one discovers in, say, a city like Indianapolis; and when a grand opera troupe swings out into the great West it meets with a welcome that it never had before. Because such visits are rare they are doubly appreciated. So people flock to lectures and concerts, and thrive on the itinerant culture that modern conveniences have made possible. They know all about a visiting celebrity long before he or she arrives. Half the audience could give a list of all Galsworthy's or Walpole's books, for instance. Is this so in a hodgepodge place like New York? I doubt it.

"But one need not belittle Manhattan in praising the so-called provinces. The best young blood of the South, the Far West, and the Middle West often seeks the magnificent inspiration of a city like New York. This is natural, and wholesome, and good. For a great city has become great through this very process of absorption. It is bromidic to say that one seldom finds a born New Yorker in New York. Every inhabitant has come from some small community, with dreams and ideals and enthusiasm in his heart, and thrown these magical possessions in the vast whirlpool; plunging desperately into the currents himself, to sink or to swim gloriously to success. The city gets the best and noblest of all these seekers after glory. The city, then, having taken unto itself the finest product that the country has to offer, necessarily enriches its spiritual and mental dominions. The stuff of high dreams floats over it like a garment; and the hopes and prayers and tears of youth are forever singing and rising and falling where the great town thunders its perpetual song.

"Surely an architect could find all he sought, all he needed, in the lofty skyscrapers that literally ascend to the clouds in the terrible towers that reach up as if to kiss the very heavens. A poet could not walk on Fifth Avenue at dusk and fail to find the wonder his soul was seeking. A musician must hear strange symphonic chords, unknown to you and me, in the eternal footfalls on hard agate pavements. Painters and sculptors must be thrilled by glimpses of sunsets at the end of narrow streets and in all those mammoth buildings closely packed together that shine and gleam in the sun. For the artist the city, as well as the country, is an endless panorama which never wearies, but always inspires; and the man of business, too, though he may be inarticulate about the beauty around him, drinks it in, unconsciously absorbs it, and is all the better for his spiritual gluttony.

"The finest that America has to offer is frequently concentrated in great cities; but that does not mean that the highways and byways, the little offroads of the land, are emptied of their best. New blood, strong fiber, are always springing up, always being woven; and out of the strength of the growing generation in these beautiful and solid communities is born the nobility of tomorrow—whether in big cities or smaller towns. And just as at times the tides of the city throw back to the prairies and mountains innumerable multitudes who weary of the pavement's roar, so the prairies and the mountains continue to hurl their passionate, aspiring youth toward the tumult of the town.

"This means that, wherever we are, the same kind of people exist. They have come from far and near, from North and South, and East and West,

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and they are all in search of some El Dorado; all are looking upward to the stars, and finding life the splendid adventure it was meant to be."

CAN IRELAND SAVE ITSELF?

OBDURATE hostility and sectional distrust between Irishmen is the one obstacle to peace in Ireland. England is honestly anxious to set up a broad form of Home Rule and to grant Dominion privileges within reason and within the Empire. The efforts of the wise conciliator General Smuts and the willingness of the English Prime Minister to put conciliation before punishment and meet the leaders of a self-styled "Republic" standing for secession based on violence have brought about the conference. But what can be expected to result when the Ulster leader, Sir James Craig, remarks that he has nothing to do with South Ireland or with Mr. De Valera's negotiations, and that Ulster has declared by the "largest majority ever returned in any general election in any part of the world" against the Sinn Fein no-partition issue? When we remember that Sir James before going to London made a fiery speech at the Boyne celebration in which he said, "What we have we hold" and "We have nothing to give away at the conference," it is clear that the trouble in arranging a reasonable compromise does not lie with one side only. On the other hand, De Valera continues to give out his insistent claim for self-determination by Ireland as a unit. The early sessions of the London "conversations" show no evidence of advance toward a common ground.

Nevertheless friends of law, order, and peace in Ireland believe that much of this is merely fencing by both sides for the best terms obtainable. The common people of Ireland in both sections are heartily sick of shooting and rioting and want authority established and political freedom, such as Canada and South Africa have, assured. While it almost seems as if at London an irresistible force had met an immovable body, yet there is hope, and strong hope, that a way out may be found. Whether the solution is in the adoption in South Ireland of a Parliament such as Ulster now has (both to deal separately and directly with the British Government), or in the acceding by Ulster to the idea of an all-Ireland Government whose powers should be so restricted as to secure Ulster's liberty, or in some other plan, the London conference knows that De Valera spoke truth when in accepting his invitation to the conference he asserted that it is the genuine desire of the people of Ireland to establish relations of neighborly harmony.

Central News

GENERAL SMUTS

Extremists and irreconcilables have had their day; what Ireland needs to be freed from is not imaginary English oppression but actual Irish factional hatred.

THE INJUSTICE OF THE BONUS

IT requires some courage to do something which is bound to be misconstrued. In asking Congress to postpone, virtually to defeat, the bill to give a bonus to each man who served in the war President Harding ran the risk of losing the respect and liking of men whom he honors. Out of desire to do the just thing, he has acted in such a way as to incur the displeasure of the very men whom he has served.

Gradually, we hope, the men who are urging the enactment of the bonus legislation will come to see that the end they have in view will be attained more certainly and more quickly by other means. The end they have in view is justice for the men who were serving their country while other men were serving themselves; but injustice is never remedied by injustice. And the bonus measure is a measure of injustice.

It is unjust to the disabled veterans. Money that is given to the well and strong and prosperous cannot go to the relief of those who are ill and weak and impoverished. The distribution of billions of dollars indiscriminately will prevent the discriminating use of money for the relief of those who need relief. It is no answer to say that such relief has not been as effective as it should have been. The way to remedy that is not to prevent adequate relief by using the money otherwise, but to correct the mistakes that have been made and to use the money intelligently. The bonus measure would be one effective means of preventing improvement where improvement is needed.

The bonus measure is unjust to the veteran whether disabled or not. Experience has proved that such a distribution of money brings no permanent good to the mass of the recipients and does do harm. If such a bonus had been given immediately upon the return of the men to civil life, it might have bridged many a gap between unemployment and regular occupation. That time, however, is past. Such unemployment as exists to-day is not due to the temporary condition consequent upon discharge from the Army, but to a general situation which would be not relieved by the distribution of money but aggravated.

Those veterans who imagine that opposition to the bonus is due to public parsimony are greatly mistaken. It comes no more strongly than from those who regard no debt of the country so great as that which it owes to the men who served it under arms. The evil in the bonus does not consist in the fact that it costs money. It will not be cured through such devices as getting money by collecting interest on the foreign debt. It is wrong in principle, and its greatest wrong is that it adds a new injustice to what injustice the veterans have already suffered.

The interesting fact, as reported in the New York "Times," has been brought out at this time by Brigadier-General C. C. Sniffen, who was one of President Grant's secretaries, that in 1875 President Grant himself, whose sympathy with veterans was undisputed, vetoed a bonus bill on the ground that while impoverishing the Treasury it would fail to benefit the veterans and would be a measure of relief only for claim agents and middlemen. The principle that was sound in Grant's time is sound to-day.

The three articles we publish in this issue under the general title "What the Country Owes the Veteran" state some facts which we think point the way to a proper policy. That policy includes, first, generous support for the helpless; second, adequate compensation for disability; third, training for those disabled men who can be taught means of self-support; fourth, the maintenance for all the men of the principle of insurance rather than the old and bad practice of pensions; and, fifth, such measures of Governmental economy and efficiency as would restore as rapidly as possible conditions of production from which all the veterans capable of productive industry would benefit more largely than from any conceivable bonus or succession of bonuses.

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THE PAGEANT, "THE PILGRIM SPIRIT," AS

Paul Thompson

PILGRIM MAIDENS ON THE MAYFLOWER WATCHING FOR LAND

An outdoor pageant in the bleak weather of a New England December was hardly practicable. The tercentenary of the Landing of the Pilgrims at Plymouth, Massachusetts, has therefore been celebrated at Plymouth this summer rather than just before last Christmas. Professor George P. Baker's historic tableaux, already given four times, will be repeated in a series of four performances from July 30 to August 3, and again repeated August 10 to 13. The Landing itself is but the culmination of the pageant, which depicts also earlier arrivals in the New World from the Norsemen of the tenth century onward. Music for the pageant has been composed by Henry F. Gilbert, Edward Burlingame Hill, Edgar Stillman Kelley, Frederick Converse, Leo Sowerby, Chalmers Clifton, George W. Chadwick, and Arthur Foote; and words for the choruses have been written by Hermann Hagedorn, Edwin Arlington Robinson, and Josephine Preston Peabody. The participants consist of a cast of thirteen hundred, a chorus of three hundred, and a symphony band of seventy. The replica of the Mayflower used for the occasion was built in Boston and sailed from that port to Plymouth

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PERFORMED THIS SUMMER AT PLYMOUTH

Underwood

A GROUP OF PILGRIMS SIGHTING LAND AS THE MAYFLOWER APPROACHES PLYMOUTH

Underwood

PILGRIMS LANDING ON PLYMOUTH ROCK FROM THE MAYFLOWER'S SHALLOP

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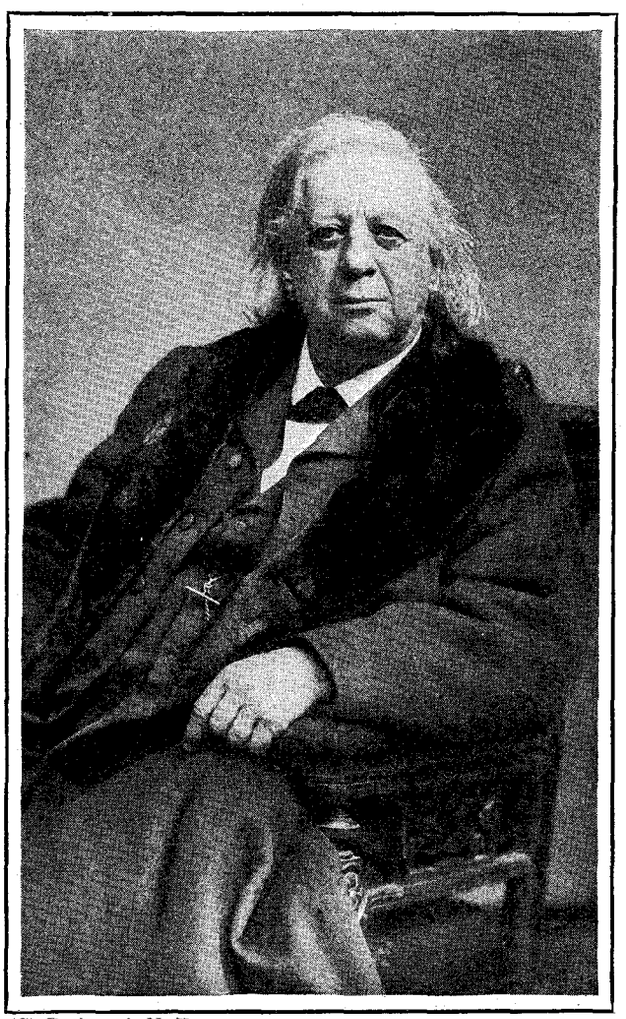
SNAP-SHOTS OF MY CONTEMPORARIES

BY LYMAN ABBOTT

HENRY WARD BEECHER—PULPIT ORATOR



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Reproduced by permission of Rockwood Studio from "Henry Ward Beecher," by Lyman Abbott (Houghton Mifflin Company)

HENRY WARD BEECHER

SOME one has defined genius as "a capacity for hard work." That is exactly what it is not. I do not venture to define genius, but I am very certain that in all geniuses there is one common quality, spontaneity. Most of us are like a pump—we must work to bring our thoughts to the surface. But there are occasional men who are like a bubbling spring—the ideas rise to the surface spontaneously, and if there is no one to catch them they flow off and are lost. This quality of spontaneity has been, in different forms, characteristic of all the men of genius I have known—such as Henry Ward Beecher, General Armstrong, Phillips Brooks, Theodore Roosevelt. In the biographies of such men there is one common characteristic. The truth they utter, the picture they paint, the story they tell, the music they write, seems to them to be given to them. It comes unsought. They may spend much time in polishing the diamond; but they do not make the diamond—they find it. This spontaneity was very distinctly characteristic of Mr. Beecher. The fact is very clearly indicated and perhaps the secret of the fact is suggested by what he once told me of his method of pulpit preparation.

"I always have," he said, "floating in my head half-formed thoughts I would like to utter. Saturday is my day of rest. I am apt to spend it on my farm at Peekskill under the trees. I sleep soundly Saturday night; I sleep vicariously for my congregation. After breakfast I go into my study, feel of my different themes, pluck the one that is ripe, select my text, organize my thought, and go into the pulpit with my theme fresh, my mind and heart full of it." In his earlier ministry he would write and read parts of his sermon and extemporize parts. In his later ministry his notes were mere hints. These were sometimes so fragmentary as to be meaningless to any one but himself, but sometimes these rough fragments were as thought-provoking as if he had wrought them with care. There lie before me as I write the manuscript notes of one of his sermons, so rough that I cannot even determine the proper order of the sheets or find either text or indication of peroration. But there are two hints worth preserving as epigrams:

> I. Consider Year Past a Treasury. What has been laid up in it?
>
> III. What are called Repentances, Reformations, are New Growths—or new seasons; do not change old events—*but overlay with new growths.*

Sometimes his mind would refuse to work and he had to *make* the sermon. Then was he least successful. Sometimes a hint, an intellectual jar, woke him up; then he was often at his best. "I remember," says Dr. Rossiter Raymond, "that at one of his last public appearances—the dinner of the Polytechnic Alumni, in Brooklyn—he whispered to me as I passed behind his chair, 'I can't say anything to-night; I am perfectly empty.' 'Never mind,' I replied; 'the boys are glad to see you. Thank them for their greeting, anyhow, and sit down again, if you like.' But by the time he was called upon, after several had spoken, he had found enough to say; and the mingled humor and eloquence of his address that night will not soon be forgotten."

Mr. Beecher was a pragmatist without knowing it; I doubt whether the term was invented then. But he tested all theological theories by the question, Does it work well? "Calvinism," he said to me, "is like a churn; it turns out a little very good butter, but it wastes a lot of buttermilk." He took his theories wherever he found them, quite careless where they came from. For example, his *theory* of the divinity of Christ he took from Swedenborg—the divine spirit in a human body. Evolution he accepted because of its religious value; it threw light on problems which had perplexed the Christian Church and which the current theology left in darkness. It was said of him that he was no theologian. It was true; his religious teaching could be reduced to philosophic forms, but he was not interested to reduce it. Asked once for his theology, he replied: "Ask Abbott; he knows." Only late in life, and then to correct misunderstandings among his own brother ministers, did he even attempt to formulate his theological beliefs. For his preaching was not a product of his theology. His preaching was always an endeavor to meet human needs. "I never in my life," he once said, "shot an arrow at a venture. I have always aimed at a mark, though I have very often aimed at one bird and

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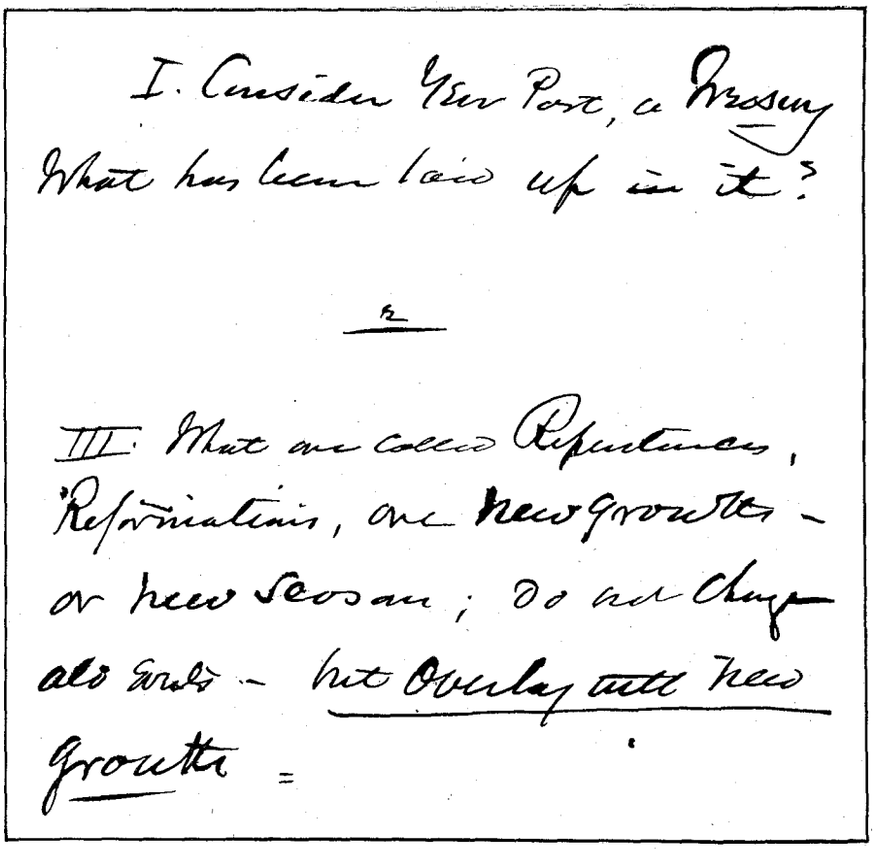
brought down another." His theology was always subject to correction; it was tested and corrected by life.

Was Mr. Beecher a scholar? The answer depends upon the meaning attached to that somewhat ambiguous word. But if George Crabbe is right, if to study means to desire eagerly to learn, Mr. Beecher was a student. One more eager to learn I never knew. The learning which interested him was that which could be directly applied in practical life. If he had been a scientist, he would have been a student not of pure science but of applied science—an Edison, not an Einstein.

As a student he had extraordinary facility in the use of books. "One does not read a book through," he once said to me. "You read a book as you eat a fish: cut off the tail, cut off the head, cut off the fins, take out the backbone, and there is a little meat left which you eat because it nourishes you." He made constant and systematic use of phrenology, chiefly as a convenient system for the classification of mental and moral phenomena. I took over to him one day a new volume in philosophy based on that system. I wanted to get his estimate upon it. He took the book with him to the dinner table and read while he ate, turning over the leaves with remarks such as: "Nonsense! . . . Of course. . . . Everybody knows that. . . . Borrowed from Spurzheim. . . . That's new and well worth thinking about." At the end of the meal he had finished the book and handed it back to me with a ten-minute comment which made the basis of my editorial review.

His habit of getting knowledge from all sorts of experts, in all sorts of places, is too well known to need exposition here. A striking but not singular illustration is afforded by his getting acquainted with a professional gambler, in the early years of his ministry, in Indianapolis, and using his information so effectively in a graphic picture of the methods of the fraternity that a young man, thinking to crack a joke at the expense of the preacher, asked him, "Mr. Beecher, how could you describe a gambling-hell so accurately if you had never been in one?" and got for reply, "How could you know it was accurate if you had never been in one?" The impression that Mr. Beecher was not a scholar was partly due to a habit both natural and deliberately cultivated: he studied his theme until he believed he had made himself master of it; then in public speech he gave himself to the exposition, illustration, and enforcement of what he believed to be the truth with absolute intellectual, imaginative, and emotional abandon. He gave weeks to the careful study of the issues, personal and political, involved in the Blaine-Cleveland campaign, and then, when his mind was made up, took the stump for Cleveland, without reserve, qualification, or limitation.

He was a friend of man, and most of all a friend to men who needed him and whom he thought he could serve. He


I. Consider Your Post, a Mission
What has been laid up in it?
2
III. What are called Repentances,
Reformations, are new growths —
or new seasons; Do not change
old ends — but Overlay with new
growths =

FACSIMILE OF SERMON NOTES IN MR. BEECHER'S HANDWRITING
"There lie before me as I write the manuscript notes of one of his sermons"

was curiously unsuspicious, always saw the good in men and sometimes imagined it when it did not exist. He obeyed too literally, and with some disastrous consequences, the saying, "Love thinketh no evil." He had many devoted friends who would gladly have laid down their lives for him; but, like all men of genius, he was at times a lonely man. He had a tinge of melancholy, such as, I suspect, all idealists have at times, who instinctively contrast their aspirations with the realities of life. He kept this melancholy generally to himself, though sometimes one felt it in his public speech, and even more in his prayers. He gave me a glimpse of it once. "My father," he said, "wrote his sermons with the angel of hope looking over his shoulder and inspiring his pen. I have never expected to succeed. Success has come to me always as a surprise."

He was not a Christian preacher *and* a social reformer; he was a social reformer because he was a Christian preacher. When he was criticised for preaching politics and told that he ought to confine himself to the Gospel, his answer was: "I hold that it is a Christian minister's duty not only to preach the Gospel of the New Testament without reservation, but to apply its truths to any question which relates to the welfare of men." Whoever acts on that principle will always be ahead of his age, because Jesus Christ is ahead of all ages; the world has not yet caught up with Christ. It made Henry Ward Beecher an anti-slavery preacher in Indianapolis before he came to Brooklyn in 1847; and in Indiana, when I was there during the Civil War, abolition was more bitterly and more widely abhorred than slavery. It made him a temperance advocate when drinking habits were still common and prohibition was unknown. It made him heartily indorse Gavazzi and Kossuth in their unsuccessful attempts for the liberation of Italy and Hungary. It made him an advocate of woman suffrage; he believed in the equality of the sexes and he contended that equality in character involved equality in political power. It gave him an inspired courage in his unplanned mission to England in 1863, and inspired his appeal to the conscience of the plain people of England in five ever-memorable addresses, which did so much to defeat the endeavors of the aristocracy to lend England's moral support to the Southern Confederacy.

He preached what he lived and lived what he preached. He once said, "You cannot pray cream and live skim milk." In his "Yale Lectures on Preaching" he said to the students, "Never preach two sermons alike if you can help it." He rarely did. But he always expressed himself. His sermon was always an echo of his own experience, and was recognized by his congregation to be an interpretation of his own life. The sermon might be a Biblical exposition, or a devotional meditation, or a philosophical essay, or a chapter in ethics, but, whatever it might be in form, in its spirit it was always true to himself. And this inimitable spirit of life was the secret of

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his power as a man, not merely as a preacher.

His faith was a latent power always ready to be called into action. In his travels he once came to a junction where all the passengers had to change cars. The passengers, with characteristic eagerness to get good seats in the new train, were pushing forward, each one for himself. Among them was a woman, rather poorly dressed, with three little children and several bags, parcels, and wraps, who waited timidly her chance. Mr. Beecher, grasping the hand rail on each side of the car and blocking up all entrance by his somewhat burly presence, called out, "Isn't any gentleman going to help this lady in?" Instantly the mind of the crowd was changed. Two gentlemen picked up the children, two others helped the lady to the car platform, two others handed up her bags and packages. "I venture the guess," said Mr. Beecher, in telling me the incident, "that that poor woman never before had so many cavaliers attending on her. There's good will enough in the world; all that is necessary is to call it out." He could and did. But as he told me the incident I had to confess to myself that I could not and probably should not have tried.

His faith in immortality, in righteousness, in Christ's teaching, was equally ready for action when the occasion arose.

At a prayer-meeting once, in the time of his greatest prosperity and his unclouded fame, he said something to this effect: "I am very happy; I have a home rich in love; a devoted people; am surrounded by my friends; with everything to make me joyful. But nothing could give me greater happiness than to hear my heavenly Father say to me tonight, 'Your work is done. You can come home.'" His aged father, who could no longer preach, sitting directly in front of his son, sprang to his feet with a vehement rebuke. "Henry," he cried, "I am ashamed of you. You ought not to be willing to stop. Would that God would call me back to go on with the war!" The son made some gentle reply, and called for a hymn to close the meeting. But the contrast emphasized the constant message of the son that there are not two worlds but only one, that the curtain which separates them is easily brushed aside, that death is "friendly."

When a little later he was put on trial for what was more than his life, his honor as a Christian minister, he continued preaching every Sunday morning, refused any other relief than ceasing his public lecturing and his Sunday evening sermons, refused to talk about the case with any one but his lawyers, and refused to talk with them on Saturday, because, as he said, "You cannot raise cream if you keep the milk in the pan always stirring." And the people reported that never had his sermons a deeper spiritual tone. While his friends, though their faith in him was never shaken, still feared for his good name, he maintained an untroubled mind and had, I believe, very rarely a wakeful night. He once expressed his assurance of the inefficiency of wickedness to achieve its aims by saying to me, with a scorn which no type can possibly portray: "I tell you, Abbott, 'the name of the wicked shall *rot*.'" But when later one of his accusers had left the country and was living self-exiled in Paris, and another had become involved in business difficulties, if not in bankruptcy, he said to me, with tears in his eyes and in his voice, "I would like to lend some money to —— and I think I could raise it, but I suppose it would not do. It would be misunderstood."

History has justified his confidence and illustrated the whole of the text: "The memory of the just is blessed; but the name of the wicked shall rot." Never in my lifetime, nor I think in the history of the world, has so great honor been paid at death to a purely private citizen, who never held a public office in the Nation, and never a higher office in the State than that of pastor in a local church.

Mr. Beecher was a great preacher because he was a great and good man; pure as a woman; simple as a little child; frank to a fault. His most intimate friend never heard from his lips a suggestion of a salacious jest; I never knew the man bold enough to venture on one in his presence. He was incapable of deceit or artifice. He could conceal, when concealment was necessary, only by maintaining an absolutely impenetrable reserve. His life was more eloquent than his speech; he was most eloquent when he most failed to say what he wished to say. He was not logical; the seer never is. He was a revelator. What he had seen in the closet he disclosed in the pulpit. He was a man of God and walked with God. These phrases are so contaminated with cant that the pen shrinks from writing them. But they are phrases full of a divine meaning. It is possible to walk with God; to have a personal acquaintance with him through his Son, Jesus Christ; to be a tabernacle for God's indwelling. No one who knew Mr. Beecher intimately, in all varieties of his experience from hours of the lightest merriment to experiences of the deepest sorrow, could question that this companionship with God was the secret of his power.

OUT OF THE TOGA AND INTO OVERALLS

MY FINAL IMPRESSIONS OF FACTORY LIFE

BY FREDERICK M. DAVENPORT

PROFESSOR IN LAW AND POLITICS, HAMILTON COLLEGE; REPUBLICAN MEMBER OF THE NEW YORK SENATE; AND FORMERLY FACTORY NO. 4626

IN legislative circles I had often heard it said that factory workers resent benevolent welfare measures on the part of the employer, and that they want the money that would be spent on that sort of programme put into their pay envelopes, so that they may look out for their own welfare. During my work as a factory hand in Syracuse[1] I had an excellent opportunity to find out what the workers actually thought.

I found great objection to benevolent paternalism on the part of American workers, and far less on the part of foreign-born workers. The present-day foreign-born worker has been brought up under a servile régime in his native country, and everything he can get from up above he adds to the credit side of his own account. But the more independent American worker, like the English worker of the last generation, is suspicious of the motive or the results of anything thus handed him. His inherited traditions make him distrustful. He is like the type met by the fish peddler who went through a section of London offering his fish without pay. Nobody would take them. He might have sold his fish on London streets, but could not give them away.

"If this corporation should build five hundred houses and offer them for sale at five thousand dollars apiece on easy payments, it could not sell them," explained one worker. "The men would say to each other: 'Just about the time I get two or three thousand paid, they'll take it away from me; or they're trying to tie me to my job!' and so they would rather live in two or three rooms in a scab joint, on the third or fourth floor, where the women and children are not safe a minute, than to fall for this welfare stuff."

I think he greatly exaggerated, but he voiced sentiment prevailing in many labor areas. The American laborer does not want to be treated on a mere "fodder basis," as one would treat a good horse of which one is fond. But the man just quoted said that there was a lot of ignorance and suspicion mixed

[1] Senator Davenport worked in an automobile factory last summer. This and two preceding articles (The Outlook for May 4 and June 22) are based on his experiences there.—The Editors.

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up with this attitude of labor. "What they lack is 'social education,'" he told me.

"BENEVOLENT GUSH"

It follows, of course, that the success of any "welfare measure" depends much upon the mental grade of the workers. In this plant mere paternalism would be resented. But I know a great shoe plant not far away which employs numerous younger, somewhat silly, untrained girls from homes lacking in adequate discipline. There the management can be very paternalistic and get away with it.

Writing for the periodical published in the plant, the manager describes many of the young workers as "foolish young people, silly, soft-headed, . . . inclined to be vain and frivolous and short-sighted." One of them, a young man, it appears, "wanted a shirt, whether he needed it or not, and when shown a shirt for two dollars such as most men with families would be glad to have for two dollars, he called for a little better one. Shown one for four dollars—'not quite good enough.' Shown one for six dollars, he asked for silk shirts. He was shown a silk shirt for eleven dollars—and bought two."

The critical manager calls this employee "a silly, altogether ridiculous fool." He calls the extravagant purchase "pin-headed." The manager moralizes: "This little sermon is offered for your consideration with love and pity and sorrow; pity because there are so many who act so foolishly when given such golden opportunities; sorrow for the trouble you are buying against your future possibilities of happiness; and love because in spite of all your foolishness and folly, having been associated with you so long, I have learned to care for you more than anything in the world."

Benevolent gush such as this would not be tolerated from the managers by the men I worked with. But I have no doubt it goes with the particular social group of workers in the industry in which it is offered as a part of the paternalistic daily food.

I think there are two principles to be laid down with respect to these welfare projects generally. In the first place, projects should be selected for experiment which do not impose a burden upon industry, but which pay for themselves in increased efficiency and good will as they go along. Accident and illness prevention and insurance, the education of apprentices, the wise, healthful, and relaxing use of the lunch hour, are examples of the sort of welfare that pays in human development as well as in productive power. And, second, these plans of welfare should be worked out in co-operation with the workers or representatives of the workers. Fraternal, democratic co-operation is better than paternalism. In time it may remove the suspicion and the opposition of the worker. This is already happening in England, where we are told that the Council of the Industrial Welfare Society, with Sir William Beardmore as its chairman, includes employer and employee representatives of the chief engineering and manufacturing firms of the country, and trade-union leaders are beginning to speak rationally of the welfare work as the cement in the industrial edifice.

THE SEARCH FOR NEW INVENTORS

American industry is quite alive to the enormous value of keeping open the channels of opportunity so that the ablest of the rank and file may attain to a place of power and responsibility at the top. I am not so sure that American industry is alive to conserving the enormous value of the new ideas which, under a practical system, might be obtained from the rank and file for the perfection of industrial processes and operations. The dear old plant pessimist, of whom I have become very fond, for he has a good heart under his shirt, tells me that invention does not gain much from the rank and file. I asked him how many of the one hundred and fifty men in the tool-room were thinking about inventing something worth while.

"In the room!" he said, "Why there are just about three in the whole damn plant that have an idea that amounts to anything! A man came to me the other day about patenting an invention for taking the caps off of bottles rapidly; and after I had told him how to go at it I said, 'What in hell do you think this will be used for?' and the man answered: 'Oh, plenty of people will want to use it; there are lots of families making home brew now.' That's about what the thinking of most of these fellows amounts to!"

But the plant pessimist's own words belie him. He has just shown me an application of an idea of practically no value for which the corporation has paid a worker $200. I asked him why the corporation had paid this sum if the idea was of no value, and the pessimist said: "Why, maybe the damn fool will have an idea that's worth something after a while; and so I suppose they bait him along."

I found out why ideas for improving processes and operations are more likely to come from below than from the engineering corps at the top. A man who is working continuously at the same operation day after day has his mind naturally drawn towards the discovery of some easier method, if the inventive faculty is at all in him, and if the man is complimented or rewarded for the simpler things he goes on to plan something bigger for the firm, if he has it in him. I found a considerable number of cases of new ideas of much importance which had originated with a man on the floor or at the bench or at the assembly station, but the credit for these ideas had been stolen from him by some foreman or assistant superintendent or what not before they ever reached the main office; and the man responsible for the idea never received any appreciation or reward. Of course this unjust and haphazard system is wrong from every standpoint. It stifles the development of the worker and honeycombs a plant with bitter feeling and an unfair system of appreciations and rewards.

The right method is followed in another great plant with which I am familiar. The worker with a new idea takes it to the foreman and gets a receipt therefor. The foreman takes it to the New Ideas Committee and the Committee picks it to pieces. If it looks good, the idea is taken, perhaps, to the tool-designing room and a drawing is made, and the drawing is returned to the Committee to see whether they can make anything more of it. If it looks even better, the higher genius of the plant works at it to see if it can be further improved. When the invention is complete, it may differ a good deal from the original idea, but the one responsible for the suggestion gets due credit. Two or three times a year all the men in the plant who have offered new ideas of any value or who have shown some latent inventive talent meet at the recreation center with their families. Prizes are distributed, and everybody gets a prize who has attempted invention after a fashion that is at all worthy.

Industry will depend upon invention in the future more than in the past. To let loose the mental reserves of the workers is as important as to let loose the physical reserves.

THE HAND OF THE GOVERNMENT

There is a strongly observable tendency for Government to interfere with the course of industry in the United States. All public utilities, for example, are now intimately controlled, and in this field the régime of private profits has very largely passed. The rate of profit is fixed, the development of public utilities is circumscribed by governmental rule; the wages of labor are the constant subject of arbitration and advance until for this and other reasons our utility values are a diminishing asset. This drastic course of governmental supervision and control was entered upon because the management of our public utilities became greedy and arrogant and disregardful of the public interest. Far more attention was paid to overweening personal profit and power than to service. Railways controlled abjectly the government of whole commonwealths. The watering of stocks and the struggle to pay dividends on the water, no matter what happened to the upkeep of the roads, became, as in New York City and elsewhere, a public scandal.

Government is not likely to withdraw from the close supervision of public utilities. The great question is: "What standards should the Government adopt to make supervision and control just, for capital as well as for labor, and for the public, above all?

The consumers are strong for compulsory arbitration in all public utility disputes. The reason is plain. They suffer

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grievously when transportation and production of the great necessities generally are interfered with. But the American people may well give the policy of compulsory arbitration serious thought before they attempt to adopt it as a fundamental method of progress. It is instinctively hated by labor. Labor has had by this time too wide an experience of the value to itself of collective economic action to give up easily what it regards as a natural and exceedingly useful right. Compulsory arbitration runs counter to the great democratic desire for self-expression, free discussion and deliberation, and a direct share in the decision. When governmental organs or boards function compulsorily for labor, labor democracy loses its fighting edge and grows soft and flabby of mental and moral muscle.

The Kansas experiment under Governor Allen has a fine purpose, but is going on under a too happy environment to be reckoned a model. The population of Kansas is eighty-five per cent agricultural. The farmer has little fellow-feeling for the factory or public utility worker, whom he regards as highly favored in wage and condition, and greedy and unpatriotic. Coercion may be employed in Kansas when it would fail utterly in the East. Compulsory arbitration in New York, Connecticut, New Jersey, Pennsylvania, or Illinois might be accomplished only after a great increase of militias and a condition bordering on civil war. Certainly the greatly to be desired stabilization of public utility industries through a coercive policy of compulsory arbitration has little chance until fixed rules and standards are established for these industries which will command the respect and adherence of the great body of their workers. Guaranties and standards about which there can be no question with respect to hours and wages, practical certainty of retention of a job during good behavior, assurance of a hearing at all times before a jury of review on which the workers shall have full representation—these and other positive policies of human and financial reconstruction will have to be developed and come to be regarded as fixed and friendly before the rising consciousness of democratic self-control and self-expression on the part of the workers will permit extension very far of compulsory arbitration. At least so it seems to me, as I judge the mind of such men as these of high average skilled intelligence with whom I lived and moved last summer.

In Australia, where compulsory arbitration has been so conspicuously tried, it seems not to have been an unqualified success. It has been difficult to enforce decisions and make them binding. The arbitration courts seem to have become congested. Management and men have developed into hostile permanent litigants instead of friendly co-operators. The enforcement of penalties against those who have gone on strike in spite of arbitration appears not to have been backed by the public. And so Australia is seeking a better system, we are informed—one that establishes a more intimate relation between employer and employee, which gets rid of the hardness and mechanics of coercion, and gets back to human sympathy and give-and-take.

The coercive establishment of a minimum wage for women and even for men, the eight-hour day, illness prevention and insurance for employees—these are some of the forms of coercion which Government is being asked to employ.

Industry is delicate and intricate, and one industry is interrelated with others. I observed in this plant where I worked that the mismanagement of the railways has led at times to loss and disorganization at the plant. If the railway industry is badly run in private hands or badly controlled in public hands, it affects unfavorably the organization, efficiency, and production of a large number of other industries. In the economic world we all go up or down together.

It may be easy for the Legislature to determine simple things, such as the rule that an eight-hour day is probably long enough for women, that the basic wage of at least minimum proportions for women is a necessity, that industry is especially fitted to supervise the illness problem of its employees, and that such supervision contributes to efficiency, good will, and profit. But, generally speaking, instead of hit-and-miss measures of reform, instead of haphazard attempts of Government to control what are regarded as public evils in industry, instead of attempting coercion or compulsory imposition of standards upon industry and upon human nature without investigation and without recourse, instead of a negative and paralyzing policy which may bring disaster, it would be far safer if we embarked generally in the United States upon a constructive policy and set up in Albany, in Harrisburg, in Trenton, in Springfield, and in Boston bureaus of industrial standards closely associated with an industrial commission which should include able industrial engineers. As the result of their investigations and of sympathetic experiments, managers would be far more intelligently informed with respect to what industry should or should not be called upon to work towards in the way of more efficient human relations. I mean a department modeled after the present exceedingly useful Bureau of Standards in Washington. We should proceed by example and leadership and not by guess or coercion. There is nothing that Government needs more just now than to have industry on the level with respect to it. There is nothing that industry needs more just now than to have Government on the level with respect to it. When these two are engaged in undermining and disrupting each other, as they frequently are now, the future of the race is not bright.

The business man is inclined to be unfriendly to the extension of power over industry on the part of Government. It is not an unnatural inclination in view of the mistakes of Government with respect to industry in the past. But it is futile to expect Government ever to revert to *laissez-faire*. What we need in State and Nation is as little intervention as possible, but, where intervention is necessary, a far stronger and more intelligent and just government than we yet have. When we perceive the fierce struggle for power which has gone on in America, and still is going on, between capitalistic forces and labor forces, is it not obvious that if America, and not some subsidiary groups of Americans, is to be dominant we must have a Government which genuinely represents the common welfare? How else can we avoid the class struggle, class domination, and, finally, proletarian dictatorship and disaster?

"GOOD-BY, ALL"

I HAVE been writing these memoranda in one of the big factory rooms with the roar and whir of the machinery in my ears. But it has been a good center to give reality to my impressions. And every once in a while, as I have been writing, an employee has come to talk something over. Most of the employees have known that I have been studying particularly human relations in industry. A foreman gave me a glimpse of how the right spirit is a great economy. "Sometimes the stock comes along poor," he said. "The bad quality of it is not detected until the machine begins to work upon it. If the worker is not feeling right, he lets it go along through. He says: 'To hell with it! It doesn't cost me anything! Let 'er go!' But if he feels right toward the men he is working for, he comes around to me the instant he detects anything wrong, and saves, it may be, many hundred dollars' worth of spoilage and destruction."

I never spent a vacation with a finer body of men, including Chief Thomas, the present head of the Six Nations of the Iroquois, who is putting on rear axles, and Jack Doucher, who is working here, too, the oldest man in the British or Canadian armies in the recent war—he looks to be fifty, but was seventy-four when he was mustered out and ushered into the presence of King George for decoration; the splendid college boys who have been earning something for their next year's education; the "regulars" by the thousands who will stand at the machines for the rest of their lives, and vote for the common welfare of their country and fight for it in time of need. Good-by, all. I think more of human nature, its good comradeship, its independence, its downright integrity, because I have known you.

I notice that Lenine, the Bolshevist, cursed British labor as his foe. A representative labor committee, with Bertrand Russell, had reported back to England from Russia that the Bolshev-

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ist democracy was an autocracy within and a military despotism without. Lenine is right: The intelligent skilled workers of the world are the most natural and implacable foes of autocracy and repression if they can only get at the facts. None will respond more worthily to truthful information, square dealing, and right leadership than the men who stand all day at the machines in our mills and factories and produce the commodities which distinguish the twentieth century from the primeval world. Whatever society and Government in this country can wisely do to make their lives more varied, more hopeful, more stable, will profit the whole world and save America's soul.

WHAT THE COUNTRY OWES THE VETERAN

I—BONUS OR BUSINESS

BY WILLIAM C. GREGG

THE crisis of the war is upon us. Shall we borrow money to give to all of our soldiers or shall we take care only of the sick and wounded, leaving the question of paying every healthy ex-service man $500 in cash until we have the cash?

Congress has seemed inclined to run the country further into debt by a billion or three rather than refuse the bonus demand.

The President and Secretary of the Treasury, mindful of the needs of the United States and mindful of the recent campaign promises of economy and reduced taxes, have opposed the bonus.

The President sees his course clearly. His perspective takes in the country as a whole. The Congressman's attention is focused on his own district and on his own popularity.

The creed of most members of Congress is, "The more appropriations I get for my people, the better for me," and in the appendix to his creed in small type we find, "Of course the country must be kept sound."

Both the Congressmen and Senators—nay, the whole people—have a kindly feeling or ardent affection for our ex-service men. We are inclined to spoil them. Otherwise we would not now consider running two opposing policies at the same time: One, the policy of economy in administration and disarmament, which will throw out of employment tens of thousands of our people who have no other means of support; and the opposite policy of giving a bonus to ex-service men whether they need it or not.

It does not change our attitude to realize that the bonus policy will spend three dollars to every one saved by the economy policy.

This should not be a Government of the heart alone or of the head alone. In order to endure we must have a Government whose sympathy is moderated by its business sense. It must be like the mother who wants her daughter to dress prettily but will not run into debt to get the clothes.

The disaster that has come on several European countries since the armistice sprung from the same desire of their Parliaments, who responded to popular demands. They have expended double their revenues and borrowed the difference. Those who hoped to get the chief benefits were the chief losers, because when the credit of the government fails the value of its money falls and those who are dependent on daily or monthly wages suffer great hardships. Only the rich escape.

The Austrian crown was worth about ten cents (gold) at the close of the war. Two years of generous representative government brought it down to seven crowns for one cent. A man who had 4,000 crowns in the savings bank in Vienna in November, 1918, was worth about $400. Two years later he was worth six dollars.

Gold will not associate with too much paper promises to pay. We are the only large country which maintains a gold standard. Just as sure as there is a God in heaven and a weak Congress in Washington the bonus will force gold to a premium. It is at a premium now as expressed in terms of Liberty Bonds. When gold goes to a premium, every savings account and every bank deposit will shrink in value. The bonus money itself will shrink in the hands of the ex-service men who demand it. They also will pay dearly in the long run.

Suppose the men get $500 each in cash this year. It will not last very long. Such easy money seldom does. We shall probably have some temporary revival of trade as a consequence of the bonus payments, and then reaction will surely follow and business depression.

If after the campaign promises of 1920 the present Congress goes again in 1922 to the people with a record of increased debt, increased deficits, and increased taxation as a result of the bonus legislation, there will be a righteous resentment over the whole land.

We can hardly avoid a similar prejudice against our soldiers and sailors for pushing us further into debt. If history repeats itself, the present party will be turned out of power in the lower house in 1922. But this will not restore our credit. The net result will be bad blood and bad financial conditions in the United States.

And all for what? Have our boys put the dollar above patriotism? Have they saved the country only to loot it? Not intentionally, I am sure. I would not use such an expression if it were not necessary to arouse the country to the realization of an impending disaster of colossal proportions. I am afraid many worse things will be said later, and not by the friends of our soldiers and sailors, but by those who never were for the war and who never were in their hearts for our country and our flag.

There is a large element of our population—not a majority, thank God!—who had no sympathy with the war or the men who fought. We must not give them the right to say that the combination of the ex-soldiers and the present Congress is a greater menace to the United States than all the various Socialist organizations put together.

The people of the United States are taxed as heavily now as any in the world. The bonus advocates know it will increase this taxation. Is there any love of country in such a proposition?

We are in the act of balancing ourselves to take a few normal steps in normal government. We are taking the first steps in recent years towards reduced taxes and reduced cost of living. If this bonus bomb is exploded in our path, we shall be hopelessly confused. The path will be obliterated and our purpose destroyed.

America is the hope of the world today because the world thinks we are solid, steadfast, unmoved by the infla-

W. C. GREGG, whose special correspondence from Germany, England, Belgium, and Austria was published in The Outlook in March, April, and May, and whose pictures of "Burden Bearers of Europe" were printed last week, has proved his comradeship with the men who served in the war by his own service as a war worker in France and at Camp Merritt and his activities on behalf of the American Legion in his home community. Mr. Ralph R. Perry, whose article on the bonus from a veteran's point of view follows Mr. Gregg's, commanded a sub-chaser from April to November, 1918, and was afterwards in the transport service. Mr. Flagg, of New York City, has been a visitor at "The Dugout" which he describes. It was in November of last year that the National League for Woman's Service, which mobilized women all over the country for service in the war, opened in New York City "The Dugout" or "Dug Out," as it is officially spelled.—THE EDITORS.

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tion and financial debauchery that has tormented all else.

If we in our pride admit our strength, then we must prove it. If we in our vanity imagine that we can violate the laws of economy and thrift, then let us humble ourselves. If the ex-soldiers who are supposed to be the flower of our young manhood cannot wait until the country is safe and solvent before taking cash, why then the country is not worth saving and will not be saved.

How many nations have loomed big on the horizon of history, lingered a moment, and then sunk into oblivion! It is the way of human beings. Peoples who have the favor of fortune seem to give way quickly before others who are able to wring success from a grudging world.

The very quality of our continued existence lies in the mental strength of our people. If we give in to clamor, it will be proof of our mental decay. The United States was founded by men of brains and business. It was governed until recently by the same kind of men; but now—but now—

God of our Fathers, be with us yet,
Lest we forget! Lest we forget!

II—THE BONUS AND JOHN FABRIS'S CHILDREN

A VETERAN'S OPINION

BY RALPH R. PERRY

IT is true that a large number of ex-service men are opposed to the bonus. I count myself among them, and so does the veterans' organization of which I am a member, but the reasons for our opposition are totally misunderstood by Congress. We consider it nonsense to say that a bonus would commercialize our patriotic service. We oppose the measure because for the vast majority of veterans the times is past, and long past, when a bonus can be of the slightest assistance in bridging the morass which lay between the olive drab and the mufti.

To take a man still disabled from wounds, a second who has been unable to find and hold a job, and a third who has become a successful civilian once more, and pay them each an impartial six hundred dollars because they happened to fight through the Argonne side by side three years ago has become a travesty of generosity and justice. Yet this blundering proposal is the essence of bonus legislation, and, however ill-considered it may be, such bills have already been enacted in thirteen States.

All were actively supported by the American Legion, but it is important to remember that in the veteran's eyes the bonus is a retaliation for injustice. Whether we are opposed or in favor of the law, we all feel that we bore more than our share of the sacrifices and suffering entailed by the conflict. We notice that business men and the labor unions look back on the war years as an El Dorado—a period of incredible prosperity. To us the war meant the complete and irksome waste of two years of youth, and for this loss of time and opportunity six hundred dollars does not seem unjust or unreasonable compensation.

There was a chap named Gerrity, for instance, who gave up a job in a shipyard to enlist in the Navy. He did precisely the same work. His pay dropped from nearly a hundred dollars a week to forty-five dollars a month, and before he sailed his fellow-workmen came aboard and told him he was a fool. After he thought it over for six months he decided they were right. Speak to Gerrity about the bonus, and he will calculate that a six-hundred-dollar award would rectify his wage loss for the first two months. He was in the Navy two years.

The veteran regards the bonus as a moral issue, a test case to determine the attitude of the Nation toward the men who abandoned their private concerns to meet a National emergency. Congress hesitates to act because it is at its wit's end to raise the sums required. The veteran is in no position to judge the financial aspects of the question, but the fact he cannot forget is that Congress made no objection when certain other classes took far more than two billion dollars for their services in the war, and that their services are not to be compared with his.

If the veteran is wrong in this attitude, no politician has had the courage to tell him so. The continued agitation for the bonus is the direct consequence of political vacillation. Most citizens will admit that there is a psychological justification for the veteran's demands. What they cannot see is how the payment of six hundred dollars would satisfy them permanently. This is perfectly true; but how can you refuse some award while the present failure to care adequately for the men disabled in war continues? Can you conceive a more sardonic incongruity than the extravagant care for the bodies of the dead and the parsimonious red tape in rehabilitating the wounded? We veterans do not care how many millions have been appropriated for vocational training. We know that many disabled men are still suffering.

The American Legion has become convinced that the only way to benefit the disabled is to secure a bonus for all veterans, sound and sorry alike. This is giving charity by throwing money into a crowded street. It gives healthy citizens too much and helpless soldiers too little, but as long as the bonus can be of the slightest assistance to the wounded even the veterans who think it extravagant and inexpedient will lend it

Wide World Photos

IT IS VETERANS LIKE THESE WHO HAVE FIRST CLAIM ON THE GOVERNMENT

"A bonus for all veterans, sound and sorry alike, . . . gives healthy citizens too much and helpless soldiers too little"

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their support. Those who do not want a bonus for themselves intend to assign it to the Legion to be used for the care of the disabled. Perhaps when the time comes few will do so. It is hard to give up money to which you consider your title just. We would far rather have Congress provide royally for the disabled and leave our claims unpaid; but if the Government prefers to have the relief pass through our hands we will do our best to shoulder the responsibility.

Although the percentage of assignments may be small, it is safe to predict that the total sum collected will be large and ably administered. Personal charity is a poor way of meeting a national obligation, but it is better than not discharging it at all.

I have said that Congress misunderstands the attitude of the veterans who oppose the bonus, and its ignorance is due not only to a failure to appreciate our psychology, but to a fundamental difference in point of view. To Congress the bonus is only one of several appropriation bills. It is more objectionable than the others simply because it involves more billions. To the organization of veterans I know best the bonus means John Fabris.

John was a machinist's mate in a subchaser engine-room during the naval raid on Durazzo. In the midst of the engagement an essential part of the engine broke. His ship was about to drop out of the line. To keep her in action Fabris held the broken firing-pin in place with his fingers. The parts were hot, almost red hot, with an engine turning five hundred revolutions a minute. Both his hands were so severely burned that he has been totally disabled ever since, but he kept that chaser in action until the battle was over. He won a D. S. C., but he will never work at his trade again, and he contracted tuberculosis as a result of exposure in the service.

Fabris has a wife and five children, the eldest fifteen and the youngest three. He draws from the Government a hundred dollars a month as compensation for his wounds and eleven dollars and five cents insurance—hardly enough for seven.

Our post sends him what money it can, but we are all young men and not rich. Fabris is too brave and determined a man to enjoy charity even from his old shipmates. The only unusual feature of the case is that the man received a medal.

We are opposed to a bonus. We do not need it for ourselves. We are self-supporting again, and glad to forego any shadowy claim we may have against the Government. But some one should take good care of John Fabris's children.

III—THE DUGOUT IDEA

BY ELISHA FLAGG

IT was around last Christmas that a young man, leaning rather heavily on a cane, was walking through East 61st Street in New York City, when he caught sight of a small sign, evidently home-made, painted with the brief words "THE DUGOUT," which was attached to the front of an old-fashioned, high-stoop house, with 150 numbered over the door. The word had a charm about it that could not be resisted. He stopped, and, seeing "Old Glory" waving just above the sign, walked unsteadily up the steps. As he passed inside the entrance he felt the meaning of that word—Dugout—was to him: "Come in, and be one of us." He accepted the implied invitation, and he is still one of many who are in the only institution of its kind in this country.

These workers are all disabled ex-service men who have been discharged from the army hospitals, where they were taught occupational therapy work. Some of us know how energetically a small group of public-spirited women organized themselves into a Committee, submitted a plan to the Medical Department of the Fox Hills Hospital, which indorsed it at once and strongly urged the immediate establishment of it on the ground that it would help the disabled men in their physical rehabilitation as well as keep up their general morale. On November 25, 1920, the Dugout was opened, and from that date there have been continuous applications by these men for opportunities to work.

The house where this work is carried on is about 20 × 50 feet, which gives two small rooms on a floor. Three flights up the front room is used for fashioning the metal-ware articles: bird-houses, bird water-cups on tall rods, miniature motor cars and battleships, tiny doll cradles, hook-and-ladder motor trucks with real solid rubber-tired wheels, armored motor trucks, delicately fashioned flowers formed into small bouquets for favors, sand-pails and shovels for little tots, quaintly formed children's savings banks—these are only a few of the many devices—all finished in the paint-shop of the adjoining room, where the work is done with the artistic touch of experts, in most delicately harmonious shades. It is in this metal work that one sees the result of the expert army vocational training of which the ex-service men have had the benefit, and through this training the opportunity, taken as a diversion by these boys, of expressing their returned high morale in their original and grotesque creations of birds and beasts made out of what they could lay their hands on—old tin cans, discarded talcum-powder boxes, dippers, old bits of wire, etc.

In the rear room on the floor below several men are working on hand-looms, turning out from their own hand-dyed yarn variegated colored rugs, as well as beautifully woven scarfs in light and delicate character. In the front room basket weaving is carried to perfection in reed-grass material, the exhibits showing specimens, such as ladies' workbaskets, lamp-shades, flower baskets, serving trays which have hand-painted surfaces in flower effects, with glass top covers. In this room wood-carving on adjustable book-holders is very successfully done. These are made of different kinds of wood, expertly polished, and the varied designs show an artistic touch rarely seen outside high-class shops; each part is finished with a copper base and carefully covered with felt on the under side.

The main floor is made up of a reception-room in front, with easy chairs, a piano in one corner, a victrola in another, the walls with book-shelves filled with books for the men, and here and there are hung excellently drawn sketches by some of the boys who are studying at the Art League. The rear room is for the many samples of work done in the shops, and here also is the office of the hostess and her assistants. Any occasional visitor would see at a glance that those war veterans have implicit faith in the efficiency and sympathetic help of their new commander—the hostess—and her willing aids.

Here is a small factory, yet averaging over two hundred men off and on. Every one of them when at work is "on the job;" so much so that at 10:30 P.M. there are workers who have to be told to stop work!

There is one, however, who has the omnipotent power to bring all hands to rest when she sounds the resonant gong in the basement. She is the colored mammy of the canteen. Every man knows that when he arrives in her domain he is sure to get the real thing, which in its finished result is equal to his best efforts upstairs. She must be rightly considered entitled to a Medal of Honor with the record of fifteen hundred men fed each month in the little canteen!

Not all the poppies grow in France, neither are the Japanese the only artistic reproducers of flowers. In these days of extraordinary events one is rarely astonished at the unusual or impossible; yet it is really a matter of surprise to hear that those boys at the Dugout cleverly and artistically made 55,000 imitation poppies in less than four weeks aside from doing their other work. What is more, these poppies were sold during Memorial Day in New York City with a very handsome financial return for division among the ones who made the flowers—all to the very good!

It is most interesting to know some

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(C) Keystone

EX-SERVICE MEN BUSY IN ONE OF THE ROOMS USED AS A WORKSHOP IN THE DUGOUT

of the intimate details relating to these deserving war veterans who are struggling along and patiently waiting for Government compensation awards that are needed so badly. These particulars would not be available under ordinary circumstances—the men rarely care to talk of their personal experiences—but a few of them that have been volunteered to the writer, the names being withheld, will be submitted as illustrative of the excellence of the work being done at the New York Dugout in the rehabilitation of those who have benefited through its system, and should also assist in awakening the public interest of other large cities throughout the country, where thousands of ex-service men can be helped in a similar manner.

Around New Year's Day a boy came to the Dugout who was little better than a nervous wreck. He had been discharged for some time, but had received no compensation from the Government. Being unfit to take up vocational training, he was practically without funds. Owing to his nervous condition, the aid in charge of the workshop was at a loss to find something for him to do. Finally, he tried dyeing hearth-brooms, of which the Dugout sells many. Within a comparatively short time his hands became more steady and the work he was doing improved greatly. To-day, besides being able to make good pay, he is one hundred per cent better than when he came to the Dugout. This was a case where giving the man something to do to occupy his mind—something of interest—relieved the great strain of financial worry and his physical ability returned to normal.

One of the Dugout's regular workers had the misfortune of being torpedoed at sea when in service. This resulted in affecting his mind. He was often in a state of "dead-center" for long periods, at which times he would roam about, unable to think. His work at the Dugout, which has been mostly of small arts—decorating, etc.—has helped him greatly. The semi-unconsciousness has affected him less frequently and each attack has been much lighter; besides this, he has been able entirely to support himself by the sale of his handiwork.

Another man's right hand was practically useless as the result of a wound in the lower arm. By working on looms in the weaving department of the Dugout he has been able to improve the condition of his hand very much, and, added to this, he is learning a trade—rug-weaving—at which he will be able to support himself.

A man who has lost his right leg has practically made the Dugout his home since his discharge. Having no home, he takes his meals at its canteen and spends most of his time in the shops when not at school. He has been able to support himself very well through his work in the Weaving Department—something he would have found very difficult had it not been for the Dugout.

Another fellow who has lost the use of both legs and left arm (he is naturally left-handed, by the way) spends considerable of his time in molding wax into beads for necklaces and other ornamental articles. Through this means he is able to realize sufficient funds to pay his attendant. He didn't add—he couldn't—that he spends considerable of his time in pouring out an influence full of cheer for the present and full of hope in the future that through its effect is bound to benefit those other handicapped comrades of his as well as interested callers in welding them into determined helpers for a greater Dugout for the many ex-service men who are anxiously waiting their turn in the workshops.

It will not be uninteresting to repeat some of the report made by the Committee of the organization's work:

"Because the work was entirely experimental the equipment and appropriation were limited; however, since the opening nearly $20,000 worth of articles made in the shops have been sold. Of this amount, about $18,000 has been returned to the men who made the articles. So successful has this venture proved and so rapidly has the work grown that the demand for a larger plant is immediate and urgent. There are over 7,000 men taking vocational training under the Federal Board in New York City. At a conservative estimate, at least one-half of these men would be glad to avail themselves of the opportunities offered by the Dugout could the equipment be sufficiently increased for them. At present the shops are so overcrowded that men have to wait their turn at the work-benches, thus wasting much valuable time. The Dugout has the co-operation and backing of some of the most prominent medical authorities, as well as the Federal Board, but is now appealing to the public to help carry on this most important and necessary piece of work, which is of proved value as a constructive agent in the rehabilitation of our disabled veterans."

In the Federal Board's work every citizen should have a feeling of pride. In the fulfilling of a proper obligation due these disabled war veterans there has been included a very humane factor—a brotherhood of man—which must be actually seen in its multifarious action to be thoroughly appreciated. "The proof of the pudding" is shown in the spirit that has invariably been exhibited by the men in their many phases of vocational work.

There are 85,000 of these disabled ex-service men throughout the United States, which are covered by the Federal Board in fourteen zones. There are about 12,500 men in the outlying District of New York, and these men are paid twice a month; they are also allowed two weeks' vacation annually, with pay. This obligation of the Government, it is understood, includes a period of four years or until a permanent job has been obtained. About 6,400 men have been placed among 80 institutional educators and 500 shops and factories in New York.

At the Lincoln Institute—one of the Federal Board's schools, located at Broadway and Fourth Street—with its 600 men under daily instruction in vocational work, is exhibited one of the best examples of training. There are thirty-eight courses under expert instruction, and in order to show how they compare with any technical institute it may be of interest to give the list:

Accountancy, armature winding, auto-radiator repair, bookkeeping, cabinet-making, carpentry, chair caning, Civil Service, construction, superintendency,

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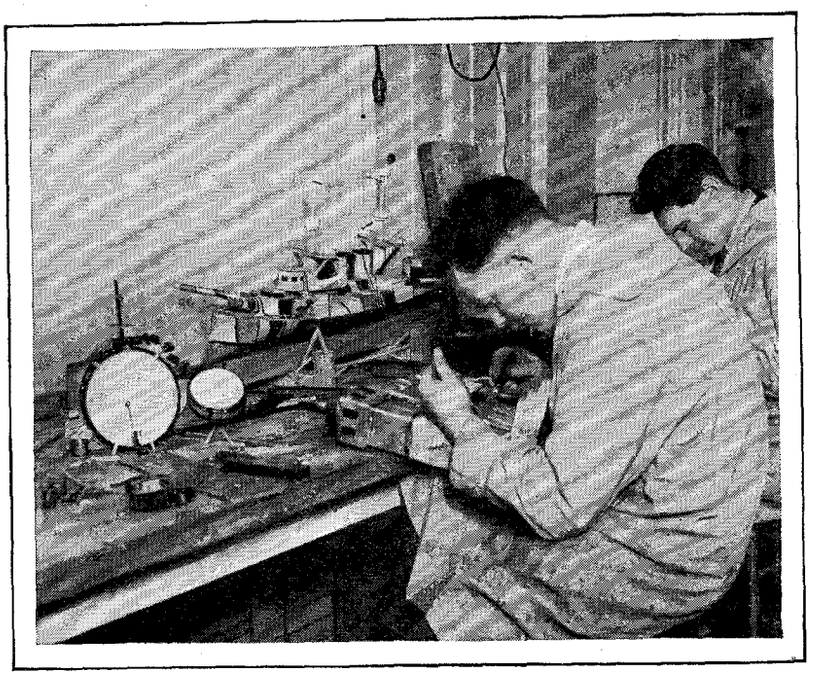
cylinder-press work, display advertising, draughting, electric wiring, electric installation, electric sign making, filing, garment design, machine shop practice, mechanical optics, mechanical drawing, office practice, printing, preparatory courses, power sewing-machine operation, proof-reading, platen-press feeding, salesmanship, secretarial course, sheet-metal work, shoe repairing, show-card writing, sign painting, stenography, tailoring, watch repairing, welding.

In only a few weeks, the interest being so intense, the work produced is remarkable in its perfection, and there is not one course but is filled with students eager to be taught. So well is psychology understood that no speeding-up is allowed.

The race stocks from which many of these men come include these that are strangers to English; but those who are deficient receive daily instruction in that language as well as mathematics, and one can see the progress of the new American in the following example:

> Stewdents Bewhere.
> He's Gonna Knock em Dead.
>
> Harrie Cabinoff, Sargent of Arms of the Stewdents Organisation claims he's gonna nok em dead. Harrie met me in the street the other day lookin kind of worried. What's on your mind I asked, and then he started in. I wanna say a few words two you. Well break the sad news I said. Sad news why Im gonna nok em dead. I asked the reason why. Why said he their is 500 stewdents in this hear skool onlee 450 are in the stewdents organisation. For four weaks I wuz figyourin out how I kud get dem guys in. Afta that long time I dopped it out in to lions.
>
> Save a cigarette a day and you have doos for three monts to pay
>
> Thats all their is two it. A butt a day and tree monts doos dey can pay. Hully Gee tink of it dem guys stuk twogetter in Fransay if I wusn't over their I woodn't beleave it. Sew if dey dont cum in Im gonna nok em dead. Now, boys what do you think of what Hero Harrie has had to say. Is he right? I'll say he is.
>
> HARRY FASS, Mechanical Optics.



(C) Keystone

THE VETERAN CAN DO REMUNERATIVE WORK AT THE DUGOUT EVEN WHILE HE IS GETTING HIS TRAINING

That is an extract from the Lincoln Institute school organ, "The Smile," contributed to by the men. They have adopted the Old Testament maxim: "A merry heart doeth good like a medicine: but a broken spirit drieth the bones."

Reviewing this subject in all its comprehensive meaning, it shows that the 85,000 ex-service men in the country—a body that outnumbers the entire university system in the United States—should have the benefit of the sympathetic social factor in co-operation with the technical training they are receiving from the Federal Board's schools, and the Committee of the New York City Dugout are prepared to offer every assistance towards that end. There is not a large city but could furnish the right kind of individuals to establish such an institution, and it must be the right kind, which, frankly stated, means women of sentiment, not sentimentalism. Women with practical, level-headed judgment and discretion. Those who have had sufficient experience during the war in positions that trained them to have excellent self-control, splendid patience, and with an unusual amount of tact in dealing with such human beings as those shell-shocked, gas-shocked bundles of nerves, the disabled ex-service men.

If women of that class will band together and follow New York City's Dugout in its lead, they will succeed, and that of course means that they will perform an act which is bound to be of great importance to the future welfare of these men who have the good wishes of all and of whom President Harding, in his Message to Congress, said: "The American people expect Congress unfailingly to voice the gratitude of the Republic in a generous and practical way to its defenders in the World War who need the supporting arm of the Government."

THE FLAVOR OF CHARLES DICKENS

THE flavor of Charles Dickens pervades an unusual sketch entitled "An Episode in Commutation," by a Philosophic Commuter, which will appear in an early issue of The Outlook.

Henry J. Haskell, associate editor of the Kansas City "Star," contributes "The Wheat Farmer Turns Middleman" to an early issue. He writes from the heart of the wheat belt and describes the trend that may reduce the cost of living.

Sherman Rogers writes "Employee Representation" in his characteristically vigorous manner.

In "The New T. R." Mercer Vernon, newspaper correspondent in Washington, describes the new Assistant Secretary of the Navy and tells how he is like and how he is unlike his distinguished father.

Julian Street writes "Recollections of Old Japan"—an interview with Viscount Shibusawa.

"Jogging up 'Jography,'" by William B. Ashley, describes the new vitality that is being pumped into the teaching of geography, largely as a result of the efforts of Dr. Wallace Walter Atwood, President of Clark University, an eminent authority on physical geography.

"Adventurers in Marriage," by Natalie de Bogory, begins with the story of an Armenian girl who arrived at Ellis Island with the expectation of marrying a man whom she had never seen. "It is better to marry a stranger than to be massacred," she told the immigration authorities.

Dr. Lyman Abbott will continue his "Snap-Shots of My Contemporaries" with articles on General Samuel C. Armstrong, founder of Hampton Institute; Alice Freeman Palmer, the teacher and leader of women; and the Smiley Brothers, "Lovers of Hospitality."

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THE BOOK TABLE

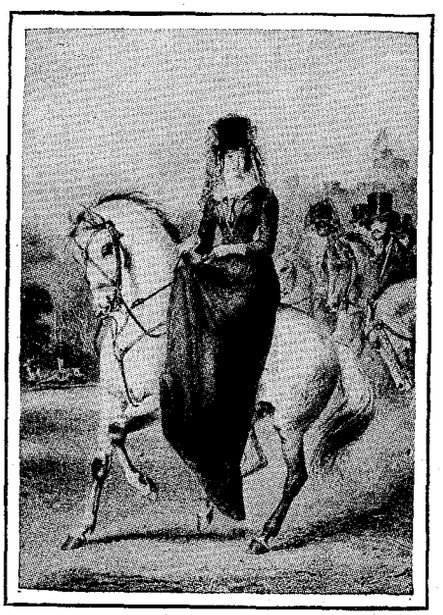
QUEEN VICTORIA THE WOMAN[1]

WHEN Victoria died, honored and beloved, it was natural that laudation should somewhat obscure the personality of the woman in the glory of the sovereign. Now, after twenty years, there is no lack of respect in humanizing her individual traits. She was loving, conscientious, faithful to duty, but she had intellectual limitations, curious fits of obstinacy, simple and unsophisticated tastes in art and literature, little comprehension of political and constitutional principles. She cherished aversions and her admiration for individuals was carried to adoration. She came upon the throne at a time when England sorely needed relief from the deplorable conditions of the reign of the debauchee, George IV, and his weak-minded successor, "Silly Billy." As the author says: "The nasty old men, debauched and selfish, pig-headed and ridiculous, with their perpetual burden of debts, confusions, and disreputabilities—they had vanished like the snows of Winter, and here, at last, crowned and radiant, was the Spring." The sweet girlish figure of the young Queen instantly attracted the love of the English people. If she soon alienated their affection to some extent by perversities and bad judgment, she lived to see the national affection flow back to her unstinted. Mr. Strachey gives a sympathetic picture of the last time Victoria's loyal subjects saw her—the Jubilee of 1897, sixty years after her accession:

"The little old lady, with her white hair and her plain mourning clothes, in her wheeled chair or her donkey-carriage—one saw her so; and then—close behind—with their immediate suggestion of singularity, of mystery, and of power—the Indian servants. That was the familiar vision, and it was admirable; but, at chosen moments, it was right that the widow of Windsor should step forth apparent Queen. The last and the most glorious of such occasions was the Jubilee of 1897. Then, as the splendid procession passed along, escorting Victoria through the thronged re-echoing streets of London on her progress of thanksgiving to St. Paul's Cathedral, the greatness of her realm and the adoration of her subjects blazed out together. The tears welled to her eyes, and, while the multitude roared around her, "How kind they are to me! How kind they are!" she repeated over and over again. That night her message flew over the Empire: "From my heart I thank my beloved people. May God bless them!" The long journey was nearly done. But the traveler, who had come so far, and through such strange experiences, moved on with the old unfaltering step. The girl, the wife, the aged woman, were the same: vitality, conscientiousness, pride, and simplicity were hers to the latest hour."

Contrast with this touching picture of the aged and honored sovereign the lively account of the little girl Victoria's meeting with her disreputable old uncle, George IV, seventy years before:

"The old rip, bewigged and gouty, ornate and enormous, with his jeweled mistress by his side and his flaunting Court about him, received the tiny creature who was one day to hold in those same halls a very different state. 'Give me your little paw,' he said; and two ages touched. Next morning, driving in his phaeton with the Duchess of Gloucester, he met the Duchess of Kent and her child in the Park. 'Pop her in,' were his orders, which, to the terror of the mother and the delight of the daughter, were immediately obeyed. Off they dashed to Virginia Water, where there was a great barge, full of lords and ladies fishing, and another barge with a band; and the King ogled Feodora, and praised her manners, and then turned to his own small niece. 'What is your favorite tune? The band shall play it.' '"God Save the King," sir,' was the instant answer. The Princess's reply has been praised as an early example of a tact which was afterwards famous. But she was a very truthful child, and perhaps it was her genuine opinion."



QUEEN VICTORIA IN 1838
From the painting by E. Corbould

Mr. Strachey in his "Eminent Victorians" showed that he was an adept in making clever silhouettes of people of note. He catches accurately the social fashions and the eccentricities and salient good qualities of notable personages. In his "Queen Victoria" he has gone further; he has built up an admirable biography, one that is entertaining without being scandalous and just without acrimony. He skillfully avoids the temptation to make the book a history of the reign; but enough of the great Victorian background of politics, legislation, and foreign affairs is presented to show the Queen as affected thereby. Everything is subordinated to making the portrait of Victoria the woman clear and intimate. A sense of humor is evident, but there is no maliciousness in the quiet intimations of royal absurdities or exaggerated sentiment. He tells us that sincerity and single-mindedness were what gave her "at once her impressiveness, her charm, and her absurdity." Lady Lyttleton said: "She talks all out; just as it is, no more and no less." And Mr. Strachey comments: "She wrote all out, too. Her letters, in the surprising jet of their expression, remind one of a turned-on tap." In a hundred touches like this Mr. Strachey smiles, but not meanly, at Victoria's little foibles and extravagances. But if he laughs, he also admires. It is this sort of thing that makes biography real as opposed to the ultra-dignified, heavy-going, formal Life. In this book we get, not apotheosis, but portraiture.

In due proportion to his main figure the author sketches the portraits of those who were nearest to her: Melbourne and Palmerston; her governess, Baroness Lehzen, who with Baron Stockmar so long exercised extraordinary influence over the Queen; and (most completely drawn of all) the Prince Consort.

The book does service in bringing into strong light Albert's solid and genuine abilities. He has come to be remembered as a bit of a prig; Englishmen thought him too German—he did not ride to hounds, they said, and was not a real sportsman. He certainly was overpowering in his industriousness; thus he submitted in four years fifty folio volumes on the Eastern question written in his own hand. State papers, despatches, memoranda, "poured from him in an overwhelming stream." But he was able and original. He put through the first great World's Exposition—the London Crystal Palace—with prodigious energy and skill. He dealt with statesmen as a statesman and avoided admirably the difficulties inherent in a Royal Consort's position. After he died Disraeli went so far as to declare, "This German Prince has governed England for twenty-one years with a wisdom and energy such as none of our kings have ever shown."

At first the royal couple narrowly escaped boring each other. Two things prevented: Albert's tact and patience; Victoria's affection, which in its own way was really one of the great passions of history. Here is the author's account of the royal domesticity in the early days of marriage:

"The royal couple differed in their tastes. Albert, brought up in a régime of Spartan simplicity and early hours, found the great Court functions intoler-

[1] Queen Victoria. By Lytton Strachey. Harcourt, Brace & Howe, New York. Illustrated. $5.

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ably wearisome, and was invariably observed to be nodding on the sofa at half-past ten; while the Queen's favorite form of enjoyment was to dance through the night, and then, going out into the portico of the Palace, watch the sun rise behind St. Paul's and the towers of Westminster. She loved London and he detested it. It was only in Windsor that he felt he could really breathe; but Windsor too had its terrors; though during the day there he could paint and walk and play on the piano, after dinner black tedium descended like a pall. He would have liked to summon distinguished scientific and literary men to his presence, and after ascertaining their views upon various points of art and learning, to set forth his own; but unfortunately Victoria 'had no fancy to encourage such people;' knowing that she was unequal to taking a part in their conversation, she insisted that the evening routine should remain unaltered; the regulation interchange of platitudes with official persons was followed as usual by the round table and the books of engravings, while the Prince, with one of his attendants, played game after game of double chess.

"It was only natural that in so peculiar a situation, in which the elements of power, passion, and pride were so strangely apportioned, there should have been occasionally something more than mere irritation—a struggle of angry wills. Victoria no more than Albert was in the habit of playing second fiddle. Her arbitrary temper flashed out. Her vitality, her obstinacy, her overweening sense of her own position, might well have beaten down before them his superiorities and his rights. But she fought at a disadvantage; she was, in very truth, no longer her own mistress; a profound preoccupation dominated her; seizing upon her inmost purposes for its own extraordinary ends. She was madly in love."

Mr. Strachey does not appear to have had access to much new material. There was enough and more than enough material in the diaries and the letters of Victoria, in memoirs like Creevey's and Greville's, and in Sir Theodore Martin's official and rather somnolent biographies of Victoria and Albert. What was needed was not facts, but a sense of proportion and perspective in narrating them and a sound discretion in picking out just what is characteristic and illuminating. These qualifications the author has. The result is a book enjoyable to read and vividly distinct in its total impression.

R. D. TOWNSEND.

THE NEW BOOKS

FICTION

BUFF: A COLLIE. By Albert Payson Terhune. The George H. Doran Company, New York. $2.

Capital dog stories by the author of that dog classic, "Lad."

DARK GERALDINE (THE). By John Ferguson. The John Lane Company, New York. $2.

The "Dark Geraldine" is a strange drawing, for the possession of which murders take place and about which conflicting intrigues turn. The mystery involves a cryptogram, and its solving is all but impossible.

IN THE CLAWS OF THE DRAGON. By George Soulie de Morant. Alfred A. Knopf, New York.

A tale of Chinese life and social customs. It revolves around the outcome of a supposed marriage between a Chinese gentleman of high rank and a French lady. It is unique in its point of view of the relations between Oriental and Western civilization.

MUSIC, PAINTING, AND OTHER ARTS

CHATS ON OLD SHEFFIELD PLATE. By Arthur Hayden. The Frederick A. Stokes Company, New York. $4.

Old Sheffield plate, though a humble cousin of real silver, is yet often of choice pattern and workmanship and well worthy the attention of collectors. This volume gives the facts about it in lucid style and with abundant illustration.

BOOKS FOR YOUNG FOLKS

SONS OF LIBERTY. By Walter A. Dyer. Henry Holt & Co., New York. $1.50.

What boy is not interested in Paul Revere's career? Here is a good book about it, and with references also to the careers of other patriots—James Otis, the Adamses, Joseph Warren, and John Hancock.

BIOGRAPHY

LIFE OF ARTHUR JAMES BALFOUR (A). By E. T. Raymond. Little Brown & Co., Boston. $3.

When John Hay was Ambassador in London, one of the editors of The Outlook inquired of him, "Who are the most interesting men you know in England?" Mr. Hay replied, "Bryce and Balfour." Not every one would put Mr. Balfour alongside Lord Bryce as commanding equal interest and attention. Mr. Raymond's biography, however, indicates why Mr. Balfour interested the John Hay type of man. Mr. Balfour is naturally a Tory. Yet he has become the protagonist of democracy. Perhaps he is most interesting as a dialectician. According to Mrs. Asquith, he has a vivid sense that the present life is of little importance. And according to M. Filon Mr. Balfour is a "skeptic with a mania for theology." Mr. Balfour's "Defense of Philosophical Doubt" and his "Foundations of Belief" give us an insight into his mind. The biographer concludes: "He has indeed made clear the foundations of belief." But foundations are made for houses to be built upon. And the architect who might have done so much turned to other work.

TRAVEL AND DESCRIPTION

BASQUE COUNTRY (THE). Painted by Romilly Fedden. Described by Katharine Fedden. Illustrated. Houghton Mifflin Company, Boston. $6.

An exceptionally attractive book of travels, with many full-page illustrations in color. The habits and habitat of this singular people are vividly brought before us in anecdote, description, and personal experience, with a pleasant medley of historic detail. The Basque country has probably never before been so fully and intimately described.

EN AMERIQUE A LA FIN DE LA GUERRE. By Abbé Félix Klein. Gabriel Beauchesne, Paris.

The Abbé Klein is a witty, vivacious, and wide-awake conversationalist and writer. Were it not for his clerical garb, one might take him for a journalist as one talks with him, and in reading the present volume, like its predecessors, one has the feeling of getting the best kind of newspaper correspondence, at once keen, incisive, trenchant; indeed, the author's latest work would be worth reading if only for the two chapters in which he gives remarkable pen portraits of Roosevelt and Wilson.

HAIL, COLUMBIA! By W. L. George. Illustrated. Harper & Brothers, New York. $2.50.

The progress of America and Great Britain toward a complete understanding may be measured by the difference between the spirit of this book and that of, say, Mrs. Trollope's "Domestic Manners of the Americans." Mr. George writes in the friendliest and most appreciative way about Americans and America, and even when he criticises us it is with the cajoling air of an admiring uncle who is vastly proud of his nephew nevertheless. The wit and epigrammatic quality of the book make it delightful, and the judicious and receptive reader will find in it many a keen thrust that will do him good.

HISTORY AND POLITICAL ECONOMY

AFRICA: SLAVE OR FREE! By John H. Harris. Preface by Sir Sydney Olivier, K.C.M.G. E. P. Dutton & Co., New York. $3.

Africa, which once had her own native governments, has been parceled out among the governments of the white man. Is this a good thing for the Africans? Are they some day to recover their autonomy and bear a part in the world's councils? These interesting questions are discussed thoroughly and in a spirit of fairness to both blacks and whites in this book. It is one that will rouse wide interest among conscientious readers.

WAR BOOKS

PRISONER IN TURKEY (A). By John Still. The John Lane Company, New York. $1.50.

This is a moving story. It is told with characteristic British simplicity, straightforwardness, and restraint. The Turk stands forth in his true colors, a grossly ignorant being, of low mentality, and having an entirely different valuation, both of human rights and of social responsibilities, from that which distinguishes Anglo-Saxon, Latin, or Slav civilization. Taken simply as a revelation of Turkish psychology, the book has value. A special value, however, lies in its story of adventure, in which American readers will be proud of the reference to the International College at Smyrna.

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FINANCIAL DEPARTMENT

The Financial Department is prepared to furnish information regarding standard investment securities, but cannot undertake to *advise* the purchase of any specific security. It will give to inquirers facts of record or information resulting from expert investigation, and a nominal charge of one dollar per inquiry will be made for this special service. All letters of inquiry should be addressed to THE OUTLOOK FINANCIAL DEPARTMENT, 381 Fourth Avenue, New York.

THE BOND BUSINESS AS AN OCCUPATION FOR COLLEGE MEN

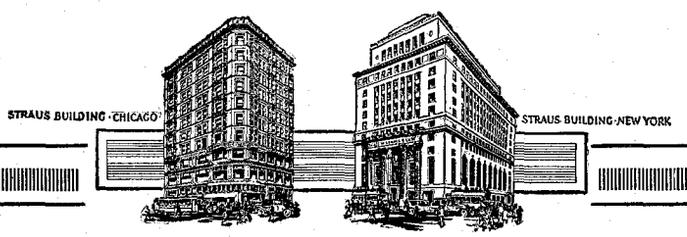
BY ERNEST E. QUANTRELL

VICE-PRESIDENT, HALSEY, STUART & CO.

A SENIOR from one of the New England colleges recently walked into a bond house on Wall Street and introduced himself to the sales manager.

"I graduate this spring," he said, "and want to make some inquiries about the bond business. Will you please tell me something of the business and how to get into it."

"The bond business is the greatest business in the world," replied the sales manager, enthusiastically. "It appeals particularly to college men; in fact, a large percentage of men in the business are college men. It is also our observation that if they once start in the business most college men stay in it all their lives, provided they have a moderate degree of success the first year or two. This is important when you consider the various occupations in which the average graduate engages the first ten years he is out of school before finding the work he likes and for which he is fitted. It is a young man's business, requiring brains, character, and tireless energy. Like a profession, the work requires a liberal education. To



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the man who is a good student, a hustler, and a good mixer it offers unlimited opportunities."

"You mentioned 'a good student,'" interrupted the caller. "While I passed all my courses, I was not an honor man, probably being too interested in undergraduate activities to make high grades."

"Many successful bond men," answered the sales manager, "were better known in college as live wires and leaders of student activities than bookworms. A combination of both qualities is the ideal qualification. What is most needed is hustle and fight. Almost every bond man, when he starts, goes through a twelve to eighteen months' period of discouragement, but any man of average ability and perseverance can overcome this. Afterwards he gains confidence in himself and the business, and grows more enthusiastic about his work as time goes on.

"No business has broader interests than the bond business. To illustrate, take a man traveling from Kansas City to New York. The magnificent station which he leaves, the railway system over which he travels, the equipment on which he rides, the telephone and telegraph lines along the right of way, the cities through which he passes, with all their public improvements, paved streets, sewers, electric light and power plants, gas plants, street railway systems, large industries, and public buildings, were very largely financed through the sale of bonds. The public highways near by, the automobiles on them, many of the farms seen from the train, the bridges, the drainage ditches, the navigable streams and steamships, have to a great extent been financed by bonds. The coffee, sugar, meat, and other food he eats in the diner, together with the cigar he smokes after lunch, are nearly all products of companies made possible by the help of the bond salesman. The bond business deals with almost every activity requiring long-term financing, including all the governments of the world.

"If you are interested in the business, first inquire into it thoroughly. Find out its unfavorable as well as favorable features. Then, if you think it is the work to follow, make application for a position with some bond house that is highly regarded, that is alive and growing, yet conservative, and, most important of all, one that gives its men a good training and affords them opportunity for advancement. Many of the houses have special training departments in charge of experienced men, where new men in the business are given topics to study for several months before they are allowed to get into active selling. Here they are quizzed, examined, and instructed by the various department heads in practical subjects."

"What income does the average college man with no business experience receive when he starts to work?" was asked.

"Most houses start such men to-day at about $100 a month if they enter the sales department. Several years before the war the figure was nearer $40. The first twelve to eighteen months a man is in the business he is really receiving an education and contributes little in re-

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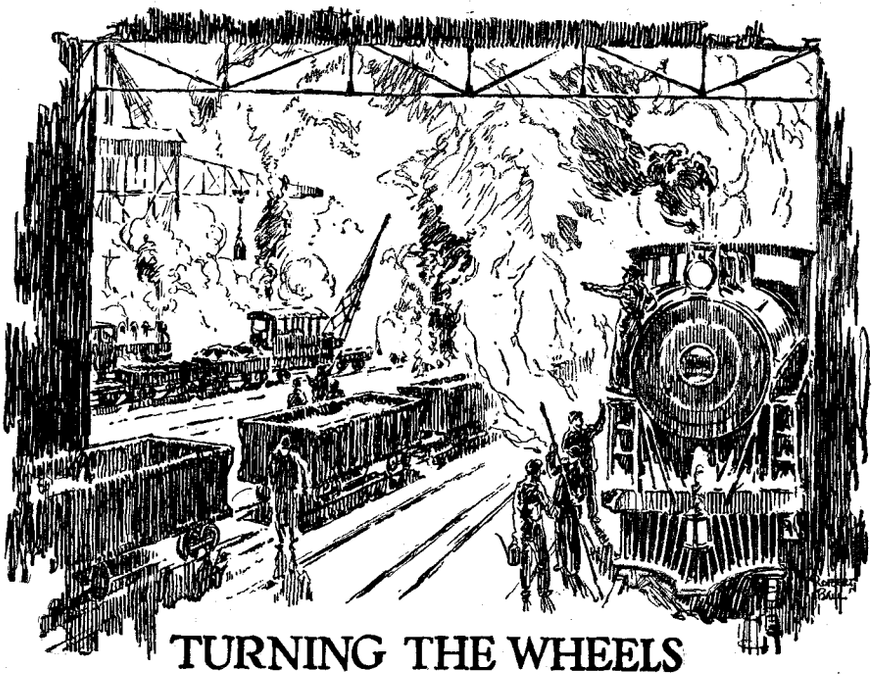

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FINANCIAL DEPARTMENT
(*Continued*)

turn. When the war came, many of the men employed by bond houses entered the service and the demand for new men to take their places was such that beginners received a higher salary than in previous years. The present rate to new men may come down again if conditions of the past return."

"What can a salesman make after three years' work?" was the next inquiry.

"If after three years a bond salesman is not making at least $3,000 a year, the chances are he is in the wrong business. This is a minimum. The hard workers and conspicuously successful men will make more, their earning power increasing with time."

"What are the unfavorable features of the business?" asked the senior.

"The business is spotty, having very marked periods of activity and dullness, due largely to changing market and industrial conditions. Also keep in mind that the investment bond house buys entire issues of bonds outright. These bonds then have to be sold to customers, just as a store has to sell a stock of goods which has been purchased outright. In the case of the bond house the customers are investors and there are certain times when they have surplus funds for investment and times when they have not. During the dull periods, extending sometimes for several months, a new man may become very much discouraged and is likely to think he will never sell another bond and business will never be good again. But the experienced man knows that these times are temporary. He uses the dull times to broaden his acquaintance with new clients, familiarizing himself with their requirements, feeling reasonably certain he can sell them when they are again in funds and the market improves.

"Quick fortunes should not be sought in the bond business. Progress is seldom fast and a great deal of patience is required. The work, however, is intensely interesting and the remuneration in the long run is probably as large as, if not larger than, in most other occupations.

"Right here," said the sales manager, "let me call your attention to some of the mistaken ideas of the business. If you are attracted to the business principally because the men in it wear good clothes and you think they have easy hours, stay out. To become a factor in the business a man has to be on the job hard and long. The father of a famous amateur athlete who had won the championship of his branch of athletics was asked about his son's chances for the following season. He said they were fine, as his boy had recently taken a position where he had plenty of time to practice. Upon inquiry, it was discovered he had entered the bond business! The son, while becoming well known as an athlete, never became known as a good bond man.

"If you have a large social acquaintance, it is easy to overestimate the possibilities of selling your friends. Men

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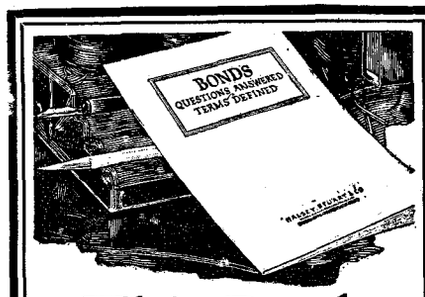

This Book

answers these questions authoritatively

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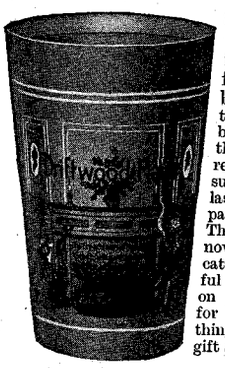

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FINANCIAL DEPARTMENT

(Continued)

have gone in the business with an acquaintanceship of many rich friends, and, while they have become very successful, they have sold bonds to but few of their friends. Sales have been largely to clients whom they met after getting into the business, and whom they met only in a business way. Many of the very best salesmen have never enjoyed what is commonly known as a large acquaintance of rich friends."

THE above interview is typical of many that take place in the investment bond houses of the United States to-day. Sales managers and other executives of bond houses are glad to give information to young men who desire to College men are becoming more and more interested in the bond business as a life-work. They find it a highly respected business, absolutely essential in the commercial world, and one of the most conservative branches of banking. Safety is the underlying principle of the business. It is strictly an investment, and not a speculative business.

While there are many departments, such as financial, corporation and municipal buying, statistical, advertising and correspondence, which offer excellent opportunities, most applicants prefer to be salesmen. The bond salesman comes in touch with customers of the highest type, usually people of ability, culture, and financial standing. Most clients buy repeatedly as their funds accumulate, and usually their buying power increases with time. Salesmen in some other lines often make one sale of a product, and one sale only to a customer, and then they have to find new prospects. This is not true of the bond business.

There is no business where high-grade competition helps more than in the bond business. The more competition, the more people are educated to buy bonds, which broadens the field for every one in it. The nature of the business is so personal that no one house can ever monopolize it. There is room for the small dealer as well as the large as long as the standards of each are high. An able man in the business probably approaches a stage of independence sooner than in any other activity. He is always in demand. If he is dissatisfied with his position in a large house, he can start his own firm on a relatively small capital, smaller than the capital required by the majority of occupations involving the same turnover.

The field is so broad and the interest so diverse that there is always something to do, no matter how dull general conditions are. There is always some pressing opportunity to keep the wide-awake man on the job. There is never a time when he can honestly say, "I have nothing to do."

The bond business in this country, the wealthiest country in the world, is in its infancy. During the World War millions of people bought Government bonds for the first time, becoming edu-

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cated as to what bonds and coupons are. Before, only the rich man was supposed to own bonds. Now every one with a savings account is a bond buyer or prospect.

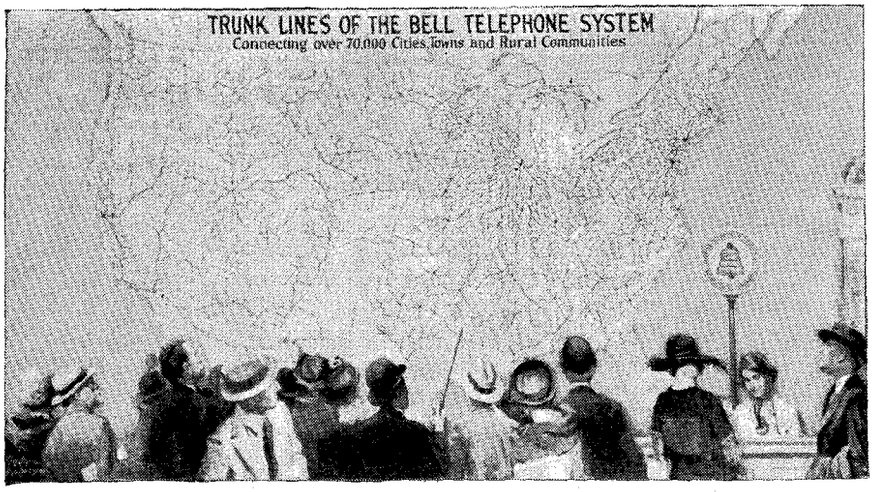
There is a great demand for initiative in the work. In the buying department, where issues are constructed, every new deal requires a different set-up, depending on the nature of the issue. This oftentimes involves maturity, security behind the bond, sinking fund, various provisions that will help the marketability, and ample safeguards that will protect the investor, yet allow sufficient latitude for the corporation to grow. In the selling department there is a great field for increasing the number of sales and new customers at a smaller cost of doing business. It is estimated that the average sale of the retail distributing house to an investor to-day is about $1,500 to $2,500, compared with $5,000 or over fifteen years ago. The business is becoming more and more a merchandising proposition and many new methods will undoubtedly be introduced in the future through advertising, correspondence, and other ways to increase sales.

College men realize that many valuable friendships are made in school. This is equally true in the bond business. The men in it are of the highest type, inspiring and helpful associates, and the nature of the business is such that it brings them into enjoyable contact, both in and out of the office. These friendships are made among competitors and clients as well as among men in the same organization.

To familiarize one's self with the many activities of the bond business requires constant reading and study. These activities, however, are so diversified that there is no chance for interest to lag. New problems come up daily. New interests are always attracting the student. Conditions are constantly changing. Men in the business have to be alert, broad, and abreast of the times.

The bond man is a close student of current events. In the daily newspaper he finds of direct interest and bearing on his business foreign news, pending legislation, labor troubles, business conditions, politics, international relations, crop reports, speeches of prominent men, announcements of new inventions, weather reports, the opening of new lands for development, oil and mineral discoveries, editorials, advertisements, court decisions, political appointments, real estate sales, shipping news, business announcements, commodity markets, and principally the financial news with its quotations of countless securities.

Character is most essential and business judgment of the highest order is required. To recommend an investment running twenty years or more, when you consider the various political, financial, industrial, and economic changes, together with change of management that may take place in that period, requires years of training and experience on the part of the bond house and its employees. The relationship between the investor and bond salesman is one that makes it necessary to gain the utmost confidence of the client. There is a moral obligation on the part of both bond house and salesman that requires a constant realization of the trust involved. The business has altruistic as well as commercial opportunities. To the man of ideals, what greater good can he accomplish than to perfect and establish an investment business built on such solid lines that investors, including widows and orphans depending on the investment of their funds, can purchase safe bonds with no worry or concern afterwards?



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Population	107,100,000	Telephones owned and affiliated	12,600,000
Square Miles	3,027,000	Miles of wire owned	25,400,000
Number of Post Offices	52,600	Number of Employees	270,000
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